

# REPORT

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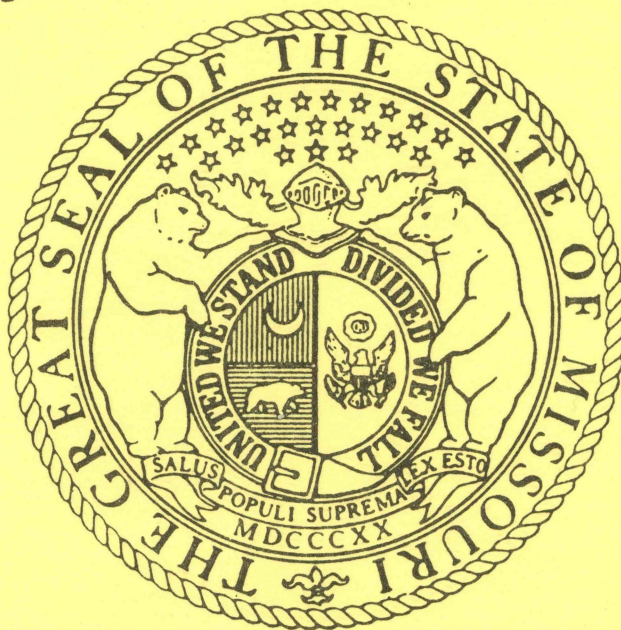
DEC 12 1995

OF THE

## ADJUTANT GENERAL

State of Missouri

1 July 1992 - 30 June 1993



RAYMOND PENDERGRASS  
MAJOR GENERAL  
THE ADJUTANT GENERAL  
OFFICE OF THE ADJUTANT GENERAL

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**DEPARTMENT OF PUBLIC SAFETY**  
**DIVISION OF THE ADJUTANT GENERAL - MISSOURI NATIONAL GUARD**  
**HISTORY AND ORGANIZATION**

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard.

The Office of The Adjutant General is provided for by Article III, Section 46 of the Missouri Constitution, operating under provisions of Chapter 41 of the state statutes. While a state office, much of the operation of Army and Air National Guard forces is, also, controlled by federal laws and military regulations. The great majority of the funding for the Guard comes from federal appropriations.

The Adjutant General is appointed by the Governor with the advice and consent of the State Senate to serve as administrative head of the military establishment of the state and administer the activities of an affiliated agency, the State Emergency Management Agency.

Missouri National Guard forces operate within a joint federal/state relationship. The state is involved in funding the operation of armories in the state and some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds cover pay for Guard members, for most full-time Guard employees, and cover the costs of almost all Guard equipment and training expenses.

Under its dual role, National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army Guard units train alongside active forces to prepare for their national defense roles as part of the Total Force.

The Great Flood of 1993 and the response by almost every Missouri Army and Air National Guard unit to over 85 locations along the rivers in the state showed the Guard's ability to respond rapidly. Over 5,000 men and women served during the emergency. They worked alongside volunteers and public safety professionals, and cooperatively with Guard elements from surrounding states also affected by the flooding.

Desert Storm is the most recent large scale federal duty. It saw close to 1,300 Missouri Guard men and women prove the validity of the Total Force policy, as they answered the call to duty. Army and Air Guard units from Missouri saw service in Saudi Arabia, Iraq, and Kuwait and also filled important support roles in Europe and at military bases in the United States. Some Army and Air units were on duty in the Middle East less than a year after they had seen combat duty in Panama during Operation Just Cause.

A Military Council serves in an advisory capacity to the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the Guard in Missouri, the commanders of the state's major Army and Air units, and other officers as appointed by the Adjutant General. Senior active Army advisers to the Guard and federal and state fiscal officers for the Guard serve as ex officio members.

Major General Charles M. Kiefner served as Adjutant General through March of 1993, was promoted to the Missouri rank of Lieutenant General and retired. He was succeeded by Maj. Gen. (MO) Raymond L. Pendergrass. A Korean War veteran, Pendergrass first entered the military in Arkansas and was mobilized with his hometown unit. He later joined the Missouri Army National Guard in Rolla and held various command and staff positions prior to his 1986 retirement. Governor Mel Carnahan called him out of retirement to become Adjutant General.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, and our sister state agencies. As the response of our soldiers and airmen, their families and Guard employers and communities showed during the flood of '93 and earlier during Desert Storm, the Missouri National Guard is also a true partnership. This report reflects the achievements of those partners.

## ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon	1889-1897	Joseph A. Wickham
1829-1830	Henry Shurlds	1897-1901	Morris F. Bell
1830-1835	A. J. Williams	1901-1905	William T. Dameron
1835-1839	Benjamin M. Lyle	1905-1909	James A. DeArmond
1839-1843	James L. Minor	1909-1913	Frank M. Rumbold
1843-1848	Gustavas A. Parsons	1913-1917	John B. O'Meara
1848-1851	William G. Minor	1917-1917	Arthur B. Donnelly
1851-1851	William A. Roberts	1917-1917	James H. McCord
1851-1857	Addison M. Elston	1917-1918	Andrew V. Adams
1857-1860	Gustavas A. Parsons	1918-1921	Harvey C. Clark
1860-1861	Warwick Hough	1921-1925	William A. Raupp
1861-1861	George H. Smith	1925-1927	Frank M. Rumbold
1861-1863	Chester Harding, Jr.	1927-1933	Andrew V. Adams
1863-1865	John B. Gray	1933-1936	Harold W. Brown
1865-1869	Samuel P. Simpson	1936-1937	Claude C. Earp
1869-1870	George L. Childress	1937-1941	Lewis R. Means
1870-1871	Isaac F. Shepard	1941-1945	Clifford W. Gaylord
1871-1873	Albert Sigel	1945-1951	John A. Harris
1873-1875	John D. Crafton	1951-1964	Albert D. Sheppard
1875-1877	George C. Bingham	1964-1973	Laurence B. Adams, Jr.
1877-1881	Ewing Y. Mitchell	1973-1977	Charles M. Kiefner
1881-1885	John B. Waddill	1977-1981	Robert E. Buechler
1885-1889	James C. Jamison	1981-1993	Charles M. Kiefner
		1993-	Raymond L. Pendergrass

## **MISSION OF THE MISSOURI NATIONAL GUARD**

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

### **PRIMARY STAFF OFFICERS**

Brigadier General William A. Treu  
\*Military Executive

Colonel Robert A. Morgan  
\*\*Chief of Staff, MOARNG

Colonel Allen L. Stark  
\*\*U.S. Property & Fiscal Officer

Colonel Lee A. Merchen  
\*\*\*Senior Army Advisor

Colonel B. Wayne Medley  
\*\*Military Personnel Mgmt Officer

Colonel James L. Pruitt  
\*\*Plans, Operations, & Trng Officer

Colonel James H. Wakeman  
\*\*Plans, Opns & Military Support

Colonel Edward C. Gruetzemacher  
\*\*State Army Aviation Officer

Colonel Ted O. Wilson  
\*\*Support Personnel Mgmt Officer

Colonel Calvin P. Broughton  
\*\*Construction/Facilities Officer

Lieutenant Colonel Ronald L. Benward  
\*\*Resource Protection Mgmt Officer

Colonel Calvin W. Miller  
\*\*\*Inspector General

Lieutenant Colonel Nolan M. Farmer  
\*\*Surface Maintenance Manager

Colonel Gary Jones  
\*\*AVCRAD Supervisor

Colonel James A. Baker  
\*\*Exec Support Staff Officer-Air

Lieutenant Colonel Michael D. Jameson  
\*\*Director of Information Management

Major Joe Seiling  
\*\*Equal Employment Manager

Lieutenant Colonel Dennis L. Cruts  
\*Financial Manager (State)

Major Barbara A. Branigan  
\*\*Staff Judge Advocate

Lieutenant Colonel Jerry Peeper  
\*\*State Safety Manager

Command Sergeant Major Paul J. Harris  
\*\*State Command Sergeant Major

Major Kenneth R. MacNevin  
\*\*Public Affairs Officer

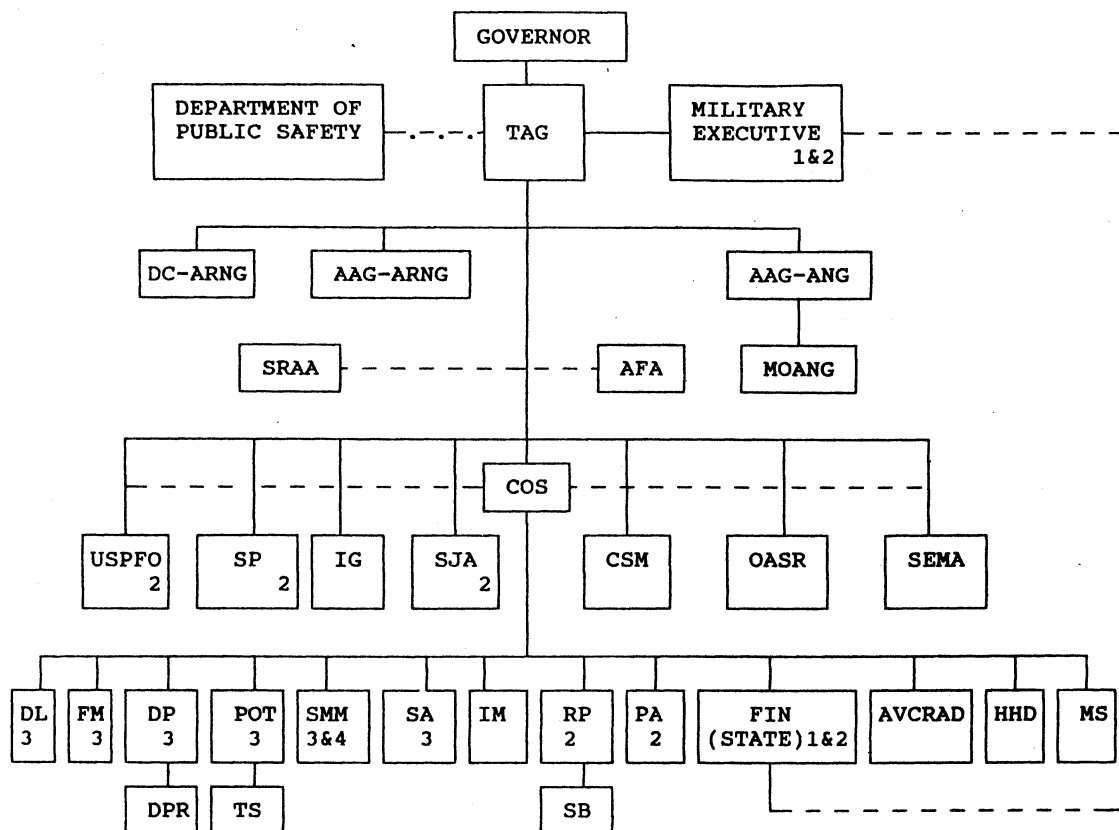
\*denotes state position

\*\*denotes federal position

\*\*\*denotes regular Army Officer assigned by the Department of the Army



Office of the Adjutant General  
Organization Chart



\_\_\_\_\_ COMMAND  
 - - - - - COORDINATION  
 - . - . - . - . - . - . EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMSs & UTS

AAG-ANG - ASSISTANT ADJUTANT GENERAL - AIR NATIONAL GUARD  
 AAG-ARNG - ASSISTANT ADJUTANT GENERAL - ARMY NATIONAL GUARD  
 AFA - AIR FORCE ADVISOR  
 AVCRAD - AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT  
 CSM - COMMAND SERGEANT MAJOR  
 DL - DIRECTOR OF LOGISTICS  
 DP - MILITARY PERSONNEL OFFICER  
 DPR - RECRUITING AND RETENTION MANAGER  
 FM - CONSTRUCTION & FACILITIES OFFICER  
 FIN - FINANCIAL MANAGEMENT OFFICER, STATE  
 HHD - HEADQUARTERS DETACHMENT  
 IG - INSPECTOR GENERAL  
 IM - INFORMATION MANAGEMENT  
 MOANG - MISSOURI AIR NATIONAL GUARD  
 MOARNG - MISSOURI ARMY NATIONAL GUARD  
 MS - MILITARY SUPPORT/CIVIL AFFAIRS  
 OASR - OFFICE OF AIR SEARCH AND RESCUE  
 PA - PUBLIC AFFAIRS OFFICE  
 RP - RESOURCE PROTECTION  
 SA - STATE ARMY AVIATION OFFICER  
 SB - SAFETY BRANCH  
 SEMA - STATE EMERGENCY MANAGEMENT AGENCY  
 SJA - STATE JUDGE ADVOCATE  
 SM - STATE MAINTENANCE MANAGER  
 SP - SUPPORT PERSONNEL MANAGEMENT OFFICER  
 SRAA - SENIOR ARMY ADVISOR  
 TS - TRAINING SITE  
 USPFO - U S PROPERTY & FISCAL OFFICER



## **STATE AWARDS AND RECOGNITION**

**MERITORIOUS SERVICE MEDAL.** Highest honor awarded by the state to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

**CONSPICUOUS SERVICE MEDAL.** Second highest honor awarded by the state awarded to Guard members and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

**MISSOURI NATIONAL GUARD COMMENDATION RIBBON.** Awarded to Missouri National Guard members in public recognition of commendable service, outstanding acts or achievement. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

**MISSOURI NATIONAL GUARD RECRUITING/RETENTION RIBBON.** Awarded to Missouri National Guard members who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retention efforts. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

**ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON.** Awarded to Guard members who competed in the State Combat Matches since 1 January 1968 to recognize exceptional marksmanship achievements.

**GOVERNOR'S TWELVE TAB.** Awarded to three new shooters who have actively competed in the annual Winston P. Wilson National Guard Rifle, Pistol and Light Machine Gun Championships since 1 August 1990, or the Army Area Reserve Component (FORSCOM) Composite Rifle Matches since 1 August 1966.

**MISSOURI PANAMANIAN SERVICE RIBBON.** Awarded to members of the Missouri National Guard who served in the Republic of Panama during Operation Just Cause, dates specified by the Department of Defense.

**DESERT STORM SERVICE RIBBON.** Awarded to Missouri National Guard personnel ordered to federal service under Title 10 U.S. Code 673, Title 10 U.S. Code 673b, or as volunteers under Title 10 U.S. Code 672d and were deployed in support of Desert Shield/Storm.

**STATE EMERGENCY DUTY SERVICE RIBBON.** Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency declared by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. A bronze star will be issued for a second and succeeding awards. A silver star will be worn in lieu of five bronze stars.

**STATE OF MISSOURI CERTIFICATE OF APPRECIATION.** Awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard. The certificate is signed by The Adjutant General and the Governor of Missouri.

**STATE OF MISSOURI CERTIFICATE OF APPRECIATION.** Awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor of Missouri. The text of the certificate is an expression of the appreciation of a grateful citizenry.

**TAG CERTIFICATE OF APPRECIATION.** Authorized for military or civilian personnel. Recommended for spouse of retiring Guard member.

**TAG CERTIFICATE OF MERIT. MILITARY.** Awarded to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

**MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years).** Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

**LONG SERVICE RECOGNITION.** Long service ribbons are authorized for 10, 15, and 20 years service. A bronze hawthorn cluster is authorized for 25 years; a silver hawthorn cluster for 30 years, a gold hawthorn cluster for 35 years, and two gold hawthorn clusters for 40 years service. This service does not have to be continuous and service rendered in any of the armed forces of the United States as a result of, or in connection with, membership in the MONG shall be considered a part of such service.

**MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE.** To recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and the award of a primary military occupational specialty (MOS)/air force specialty code (AFSC).

## MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

### DIRECTOR OF PERSONNEL

The Director of Personnel is the principal adviser to the Adjutant General for military personnel matters and is responsible for the administration and management of enlisted, warrant officer, and officer personnel assigned to the Missouri Army National Guard (MOARNG). Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations.

The Directorate of Personnel includes the Military Personnel Management Branch, Recruiting and Retention Management Branch, and Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB).

MILITARY PERSONNEL MANAGEMENT BRANCH is responsible for processing personnel actions such as enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintains personnel records of MOARNG personnel. Also, processes federal recognition withdrawals of officers, provides casualty assistance, and processes and authenticates military orders released from this headquarters.

Other functional areas in this branch include the State Family Program, Civilian Education Assistance, Selective Reserve Incentive Program, Health System Services, military orders publication, personnel security, military awards, and Records/Archives.

### MOARNG STRENGTH AS OF 30 JUNE 1993

	<u>Authorized</u>	<u>Assigned</u>
Officers	831	861
Warrant Officers	316	224
Enlisted	<u>8858</u>	<u>7700</u>
TOTAL	10,005	8,785



All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

Adjutant General's Corps	Medical Service Corps
Army Medical Specialist Corps	Military Intelligence
Army Nurse Corps	Military Police Corps
Chaplain Corps	Ordnance Corps
Medical Corps	Quartermaster Corps
Chemical Corps	Signal Corps
Corps of Engineers	Staff Specialist
Dental Corps	Transportation Corps
Field Artillery	

OFFICER PERSONNEL is responsible for officer personnel actions, maintenance of personnel files, the Officer Personnel Management System, promotion boards, and selective retention. During this reporting period, there was an increase in the total number of officer positions authorized (+1) and a decrease in the total number assigned (-14).

ENLISTED PERSONNEL is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, and processing requests for Initial Active Duty Training. During this reporting period, there was a decrease both in the total number of enlisted positions authorized (-4) and in the total number assigned (-448).

The STATE FAMILY PROGRAM OFFICE is responsible for the development and implementation of both per-mobilization and post-mobilization family support and family assistance. Pre-mobilization activities involve family members in the chain of communication to keep them informed about benefits and entitlements, the Guard mission and activities, and their important role in the Guard. Many activities concentrate on family readiness by briefing family members on the process of mobilization and how to be better prepared, and ensuring that soldiers and airmen have completed all planning for the welfare of their family during separation. Other activities offer family members the opportunity to socialize together to build the important social bonds that form a net of support during times of stress.

All of these activities are implemented through a network of local family support groups which are mutual self-help groups made up of spouses, parents, children, boy/girlfriends, and retirees. These groups are lead by volunteers from within the group. Training is available that enhances the skills necessary to facilitate an effective group. Workshops also offer volunteers the opportunity to network and exchange creative ideas on sustaining the enthusiasm of volunteers and group members. Most of these workshops and seminars are instructed by family support group volunteers themselves.

Family support groups also host Quality of Life programs that have a positive impact on the family life of not only family members of the Missouri National Guard but also the communities in which they reside. These programs include youth programs, family life development, and Drug Demand Reduction programs. This year's activities included a youth camp for children of Guard members.

An important aspect of the chain of communication is the State Family Council. The council consists of volunteers and military members who work on the concerns and issues of the families of the Missouri National Guard. They advise the Adjutant General on programs which will be effective in addressing these needs.

Post-mobilization programs included many unit level mobilization exercises which involve family support groups and family members. During these activities members work on such things as family readiness rosters, dependent identification cards, and dependent care plans.

EDUCATION SERVICES OFFICE provides guidance and assistance to our soldiers pursuing post-secondary education degrees (associate, baccalaureate, and masters) and is responsible for the Montgomery GI Bill (MGIB) program which provides financial aid to our soldiers in obtaining their civilian education requirements and goals. This program was expanded on 1 October 1990 to include vocational-technical training, independent study, correspondence courses, flight training and a second baccalaureate degree. The purpose of this program is to increase enlistments and retain qualified personnel. Missouri now ranks the 14th highest in the nation with over 2950 participants actually receiving MGIB, Chapter 106 benefits.

The Education Services Office has the responsibility for the Defense Activity for Non-Traditional Education Support (DANTES) programs to assist and counsel our soldiers who cannot obtain a higher education through the traditional manner. This includes external degree programs, independent study, correspondence courses and credit by examination through ACT-PEP, CLEP, and DSST tests.

The Servicemembers Opportunity Colleges (SOC)/Army National Guard Outreach program is the extension of SOC services and benefits to members of the Army National Guard. It involves the Education Services Office to counsel MOARNG members on an educational goal and evaluation plan to SOC institutions that support education for military personnel. There are over 1100 SOC institutions in the United States. Twenty-five Missouri SOC Institutes of Higher Learning have pledged to support the National Guard Outreach Program, which is an increase of nine more institutions than last year. The SOC institutions maintain consistency in transfer of credits, academic residency requirements, crediting learning from military training and experience, and crediting extra-institutional learning. The Education Services Officer is designated by SOC to be their official representative to solicit and nominate colleges for membership in SOC.

The SELECTED RESERVE INCENTIVE PROGRAM is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives to Army National Guard soldiers. The Army National Guard is authorized to pay four types of incentives to qualified individuals: a cash enlistment bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three or six years) for those who are nearing the halfway point to retirement and the student loan repayment program. Listed are the approximate number of active participants for each type of incentive as of 30 June 1993:

Enlistment Bonus	1695
Retention (Three-Year)	66
Retention (Six-Year)	694
Affiliation	345
Student Loan Repayment Program	1575

The HEALTH SYSTEM SERVICES manage various medical programs such as the dental panoramic x-ray, over-40 cardiovascular screening and physical examinations, line of duty investigations, incapacitation pay, Defense Eligibility Enrollment Reporting System (DEERS), and Human Immunodeficiency Virus (HIV). Also, they schedule medical evaluations with civilian and federal medical treatment facilities and review the payment of such accounts.

RECORDS/ARCHIVES processes numerous requests for military record information. The volume of requests increases each year. Requests from Social Security Offices are the most numerous followed by veteran service organizations. This is a valuable service for our Missouri residents because we promptly provide the record if it is on file and, in many instances, will be the only source for this record information.

All state military awards and some federal military awards are processed by this office. Assistance is provided to personnel in making their twenty-year survivor benefit elections (National Guard) and application for reserve component military retirement pay. Emphasis is also given to providing assistance to National Guard retirees or widows who are experiencing pay or administrative problems in receiving benefits due.

Records and Archives continues to receive numerous requests for World War I and earlier documents. These records have been transferred to State Archives. Received requests are forwarded to State Archives for response.

Most records maintained by this functional area are identified as "permanent" records. Inadequate storage space requires storing with State records. When requests for information are received, the record is telephonically requested and delivered by state courier. This is cumbersome and time consuming and will improve with the availability of electronic storage systems.

RECRUITING AND RETENTION MANAGEMENT BRANCH is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 48 production recruiters, 6 noncommissioned officers in charge (NCOIC's) who supervise the recruiters in the state, 7 retention NCO's, 4 guidance counselors at the 2 Military Entrance and Processing Stations (MEPS) in the state, an Army Medical Department (AMEDD) officer and noncommissioned officer (NCO), 2 Reserve Component Transition/Interstate Transfer NCO's, and a support staff of 10 officers and NCO's.

In order to accomplish their primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program, applicant processing, special events, and dealing with active armed forces counterparts.

ARMY MEDICAL DEPARTMENT (AMEDD) RECRUITING is responsible for recruiting general surgeons, thoracic surgeons, orthopedic surgeons, anesthesiologists, field surgeons, and nurse anesthetists for existing vacancies within the units.

RESERVE COMPONENT TRANSITION/INTERSTATE TRANSFER coordinates the placement of active duty personnel into vacancies within MONG and also, locates a new Guard unit for those individuals already in the Guard, but moving to another state or into Missouri.

STANDARD INSTALLATION/DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB) has the responsibility for operating an automated personnel system which contains basic personnel data on each individual Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section. The Retirement Points Accounting System is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual Guard members. Over 80,000 individual personnel transactions are processed each year.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

## **PLANS, OPERATIONS & TRAINING DIVISION**

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, and mobilization within the MOARNG. Specific functions are as follow:

### **Organization**

The Missouri Army National Guard is organized into 50 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 22 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 110 elements located in 62 Missouri cities, towns, and communities.

### **Mobilization Readiness Section**

Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyzes FORSCOM Mobilization and Deployment Planning System (FORMDEPS) to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army Wartime Trace. Ensures that state ARNG units are identified with their wartime headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System (WWMCCS) computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units; analyzes unit readiness posture; and recommends methods to improve readiness. Assists in developing corrective action plans for units not meeting combat readiness standards.



A Status of Resources and Training Report is submitted on a quarterly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff. This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

**TRAINING:** All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the Department of the Army (DA) as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by Army Regulations, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for training supervision and evaluation of MOARNG units. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 October - 30 September). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our Guard members are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 93 exceeded \$14,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

The FORSCOM directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

**KEY PERSONNEL UPGRADE PROGRAM (KPUP):** This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in army exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not always available to a unit, as well as assist local communities.

**INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP):** This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the Skill Development Test (SDT) into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers. This program has been expanded to include Military Occupational Skills training for selected individuals and should result in increased individual qualification and proficiency.

### **Competitive Marksmanship Training**

The Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team and the three Combat Teams, being Rifle, Pistol and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability and desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches are determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance on to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section (SARTS) selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

**TRAINING AMMUNITION MANAGEMENT:** Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management Information System (TAMIS) for use by the National Guard. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and sub-authorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data in a timely manner; tracking expenditures against sub-authorizations and taking appropriate actions to increase or reduce sub-authorization necessitated by changes in training, missions, priorities, training sites and times. TAMIS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

### **Military Academy**

A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated 873 Second Lieutenants. The U.S. Army Infantry School provides instructional materials for the course. The OCS program for Missouri Army National Guard parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The State Military Academy conducts courses in the Noncommissioned Officers Education System (NCOES) for its enlisted personnel of the MOARNG. The courses include a First Sergeant Course (FSC) for enlisted members in grades SFC (E7) and MSG (E8); Phase I and II Advanced NCO Course for soldiers in the grade of E7, Phase I and II Basic NCO Course for soldiers in the grade of SSG (E6) and Primary Leadership Development Course (PLDC) for SGT (E5) and SPC (E4). The NCO Schools Program of Instruction (POI) is prescribed by the U.S. Army Sergeants Major Academy (USASMA).

The Military Academy is the focal point for the NCO Development Program, a formal program for continued NCO training and development at the unit level.

The Military Academy is the Adjutant General's proponent for individual training as well as other leadership-oriented courses, to include a "Tactical Leaders Course" for officers/noncommissioned officers and a Company Level Pre Command Course of officers who will fill company command positions on an annual basis.

**REGIONAL TRAINING SITE - MAINTENANCE (RTS-M):** The RTS-M is a regional training site for all soldiers (National Guard, Army Reserve, and Active Component) needing training. It provides a geographical direct support to units within a 250 mile radius, and a general support to the Fifth Army Area.

The mission of the RTS-M is to provide maintenance and logistic MOS Qualification, teach technical phases of Basic and Advanced NCO courses, conduct Additional Skill Identifier (ASI) courses, and perform transition and sustainment training for RC/AC soldiers.

The RTS-M is a TDA organization of 13 soldiers. Seven are full time instructors, six are support (Director, Technical Coordinator, Training Coordinator, Instructor Coordinator, Supply Sergeant, and Administrative Sergeant).

The facility is a newly constructed 36,000 square feet building containing classrooms, technical library, maintenance bay area, supply room with arms vault, and administrative area.

The training site is equipment intensive because of the wide variety of courses taught. There are tanks (M1's and M60A3's), self propelled howitzers (M110's), Bradleys (M2 and M3), Armored Personnel Carriers, and much, much more. Additionally, inside the building are training simulators and panel trainers.

All of this is brought together to give the soldier/student the very best technical training available today. All courses taught are TRADOC approved and taught to standards. Hands-on training is an integral part of all courses and incorporated into most academic tests.

During FY93 the training site conducted 74 courses, and trained 895 soldiers. The RTS-M has been evaluated and is officially accredited from the Training and Doctrine Command (TRADOC) as a certified school by the Department of the Army.

**The RTS-M, COMPETENCE THROUGH TRAINING!**

**COMPUTER LEARNING CENTER:** The Computer Learning Center is located at the Military Education Facility and provides computer classes for personnel working for the Missouri National Guard (Air and Army) which includes AGR, federal technicians and state employees. Also, dependents and retired members of the Missouri National Guard can attend classes.

Classes offered are Introduction to Enable, Intermediate Enable, Advanced Enable, Enable Database, Enable Spreadsheet, Volkswriter, PC File, Hard Disk Management, Harvard Graphics, Word Perfect 5.1, MS-DOS 5.0, Windows 3.1, Calendar Creator Plus, E-Mail, NG-Net, Xenix Operating System, dBase III Plus, Multimate Word Processing, MS-Word, Excel and Power Point.

The Computer Learning Center has hosted the following courses with students coming from all fifty-four entities: Automated Workers Compensation Program, Unit Level Logistics System and Incapacitation Training Program.

## **MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT**

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located on the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission maintaining National Guard aircraft for a 14 state region. The facility employs 123 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/AVUM plus limited Depot Support Maintenance for approximately 700 aircraft. Additional project work includes configuration control for ARNG aircraft, weight and balance of aircraft, and maintenance by mobile teams, the repairable exchange program, and the Aircraft Intensively Managed Items Program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADs have the responsibility for the entire ARNG general support/limited Depot Aircraft Maintenance for the nation's fleet of National Guard aircraft.

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. All employees are required to belong to either the 1107th AVCRAD or 1105th AVCRAD National Guard units for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1992 consisted of 109 aircraft repaired, 6240 components repaired, and 101 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates a Modular Engine Test Stand which has been operational since 1976. During FY 92, 38 aircraft turbine engines were tested on the stand.



## **DIRECTORATE OF INFORMATION MANAGEMENT (NGMO-IM)**

Serves as the principal advisor to the Adjutant General and the Chief of Staff on Automation, Communication, Visual Information, Publications/Printing, and Records Management issues as described in AR 25-1. Has overall staff responsibility for the management of information systems and services. Represents the Adjutant General in all matters pertaining to information management activities to include but not limited to conferences with other states, NGB, equipment and software manufacturers, and other federal organizations, etc.

### **Information System Branch (NGMO-IMI)**

NGMO-IMI is responsible for coordinating all the ARNG automation programs for administrative systems within the state. Stays informed on the location and usage of automated tactical systems entering the state. Analyzes current or projected automated programs to evaluate their actual or potential effectiveness in achieving their objectives.

The Branch offers a full range of computer courses from a state of the art facility located at the MONG Algoa Training Site.

### **Communications Systems Branch (NGMO-IMC)**

NGMO-IMC is responsible for coordinating all the ARNG telecommunications within the state. Conducts requirement studies to support telecommunications for new facilities. Identifies actual and potential problem areas, trend significant accomplishments and deficient situations, area of imbalance, or other factors in telecommunications support and services. Recommends changes in telecommunications to support the objectives, operations, inter-related disciplines, and overall utilization of manpower, money, space, and equipment.

### **Administrative Services Branch (NGMO-IMA)**

This Branch provides administrative policies, procedures and services to the total MONG in the following areas: publication, records management, correspondence, mail/distribution, Freedom of Information Act, Privacy Act, printing/duplication, micrographics and copiers.

## **Visual Information Branch (NGMO-VI)**

Visual Information Branch plans, coordinates, and implements through consultation, design development, procurement, production, and/or reproduction of VI products and services. Supports functional areas with VI products and equipment in still photography (photo-chemical or digital still video), manual and computer-generated graphics, presentation services (conference rooms and classrooms), equipment and product loan, video (reproduction, production, post-production and duplication), audio (production and duplication), video teleconferencing, closed circuit television, and master antenna and cable television. Coordinates with various outside agencies regarding VI policies and projects.

## **ENLISTED MILITARY PERSONNEL ADVISOR**

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

## **DIRECTOR OF LOGISTICS (G-4)**

Principal advisor to the Adjutant General and Chief of Staff on matters pertaining to logistical and transportation operations of the Missouri Army National Guard.

The Division is composed of the following:

a. **Supply and Services Section (NGMO-DLS).**

(1) Provides command guidance for compliance with supply policies and directives.

(2) Provides guidance and assistance on material management, supply, budget input, property accountability, excess property accounting, distribution of equipment bulk, petroleum management and inventories.

(3) Coordinates actions with the approving authority/TAG and other staff officers (i.e., United States Property and Fiscal Office, Judge Advocate, etc.) for the administrative processing of Reports of Survey for accurate property accountability.

(4) Reviews and evaluates the Command Supply Discipline Program of Senior Commands.

(5) Monitors, plans, organizes and directs the Command Logistics Program through commanders and full time supply personnel to ensure that unit requirements are identified, requisitioned, funded, issued, and logistically supported.

(6) Oversees and coordinates procurement, storage of rations and food service equipment, preparation of menus, menu boards, food service records, maintenance of food service equipment, cash meal payment books and the State Food Management Assistance Team and mess personnel training requirements.

**b. Defense Movement Coordination Branch (NGMO-DLM)**

(1) Provides command guidance for planning and execution of unit movements and management of military convoys during peacetime, mobilization, and special exercises.

(2) Coordinates with the State Department of Transportation for highway availability, restrictions, and permit requirements.

(3) Organizes and supervises the operations of the STARC State Movement Control Center upon mobilization or State Emergency Duty.

(4) Instructs and assists Unit Movement Officers in the requirements for mobilization, unit convoy movements, Automated Unit Equipment List, and policies set by the Department of Defense.

(5) Reviews and assists units in remote exercises in preparation for mobilization or special exercises.

## **FACILITIES MANAGEMENT OFFICE**

The Facilities Management Office serves as the principal advisor to the Adjutant General and the Chief of Staff on matters pertaining to acquisition, construction, operation, and maintenance of facilities for the Missouri National Guard.

Sixty-seven Missouri communities utilize more than 500 facilities to include armories, aircraft hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures. Five major training sites are located throughout the state. They include the Ike Skelton Training Site, Camp Clark/Camp Crowder Training Site, Wappapello Training Site, and the Macon Training Site.

Jefferson Barracks, home of four Air National Guard and one Army National Guard units, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard.

In FY 91, five projects were funded and construction started in the fall of 1991. They are a new STARC Headquarters/AGO/EOC office, a Combined Support Maintenance Shop, an Organizational Maintenance Shop, a USPFO Warehouse, and a Military Educational Facility. All these facilities are located on the Ike Skelton National Guard Training Site, east of Jefferson City and should be completed in January 1994.

Three new armories are also under design. They are located at Whiteman Air Force Base, Poplar Bluff, and Columbia. Construction funds for Whiteman are programmed for FY 93. Construction funds for Columbia and Poplar Bluff are programmed for FY 95.

In FY 93, we received \$596,000 of General Revenue funds for maintenance and repair and \$244,000 for construction related projects for our National Guard facilities.

Also in FY 93, we received \$1,000,000 of federal funds in the Real Property Operational Maintenance and Repair Program in support of federally authorized facilities, personnel and services.

### **FINANCIAL MANAGEMENT OFFICE (STATE)**

Responsible for overall administration and policy for the Office of the Adjutant General's state operational budgetary programs. This office provides a wide variety of state support activities to include operational budget development, state employee personnel management, voucher processing, legislative analysis, state property accountability and state active duty financial, personnel and procurement actions. In addition, monitors state support operations of the OTAG division to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the division for state operational matters with the Department of Public Safety and the Office of Administration. Serves as state Service Contract Administrator coordinating Army and Air federal/state cooperative agreement issues with program managers.

Principle functions assumed by the Financial Management Office include analysis, preparation, and review of the office's annual state operational budget; the preparation of staff studies; conferring with division chiefs regarding state issues and administrative procedures; maintenance of state employee personnel files to include payroll records, conduct of state employee assistance program, state employee recruitment; and the procurement of supplies, services, and equipment necessary to operate and maintain facilities and operational programs of the Missouri National Guard.

The Financial Management Office (State) is also responsible for logistical support and for the pay of personnel ordered to perform State Active Duty. Responsible for preparing the state military division Stafford Act reimbursement requests to the federal government for eligible expenditures of the Guard while performing State Emergency Duty.

State operational appropriations for the Adjutant General's Office in FY 93 supported six separate programs: Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and the Governor's National Guard Emergency account. The following financial summary details FY 93 operational program appropriations and expenditures of the programs noted:

## FY 93 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	<u>APPROP (1)</u>	<u>FUNDING WITHHELD</u>	<u>EXPENDITURE</u>
<b>ADMINISTRATION</b>			
Personal Service	945,808	35,374	906,529
Expense & Equipment	124,443	-0-	124,085
<b>FIELD SUPPORT</b>			
Personal Service	632,819	23,985	603,607
Expense & Equipment	336,852	-0-	336,070
Fuel & Utilities (Line Item)	899,866	102,040	797,795
<b>AIR SEARCH &amp; RESCUE</b>			
Expense & Equipment	6,382	447	5,910
<b>CONTRACT SERVICES (2)</b>			
Personal Service (Fed)	3,696,691	-0-	3,441,541
Personal Service	399,308	99,000	300,112
Expense & Equip. (Fed)	30,000	-0-	24,832
Expense & Equip.	380,890		378,158
Reimbursement Acct. (Fed)	30,000	-0-	12,777
<b>AG REVOLVING FUND (Other)</b>	<b>81,228</b>	<b>-0-</b>	<b>150</b>
<b>STATE EMERGENCY DUTY</b>			
State Support Payment (3)	<u>Open End</u>	<u>-0-</u>	<u>Open End</u>
<b>TOTAL</b>	<b>\$7,564,287</b>	<b>\$260,846</b>	<b>\$6,931,566</b>
Subtotal GR	3,726,368	260,846	3,452,266
Subtotal Fed	3,756,691	-0-	3,479,150
Subtotal Other	81,228	-0-	150

(1) Appropriations listed are state general revenue unless noted.

(2) The Contract Service federal funding appropriation amounts listed reflect the state appropriation (spending authority) for the program. They do not reflect the actual federal funding available to the state.

(3) The Governor's National Guard Emergency appropriation is controlled by the Office of the Chief Executive. Funds are released solely to support National Guard State Emergency Duty missions in amounts necessary to support emergency activities.

## **PUBLIC AFFAIRS OFFICE**

The Public Affairs Office advises and assists the Adjutant General and all Missouri Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's federally funded newspaper, the Bear Facts. It also coordinates activities of a 13 soldier Army Guard public affairs detachment and works with public affairs personnel assigned to Air National Guard units in the state.

In recent years, public affairs soldiers and airmen worked with the news media on a wide variety of stories and issues, including extensive work with international, network, national, regional, and hometown media during the flood of 1993. Teams have also been sent on military assignments to Africa, Central America, and the Middle East to document U.S. military activities in those regions.

The public affairs office coordinates tours of the new Ike Skelton National Guard training site in Jefferson City and can arrange National Guard speakers for public and civic groups.

## **MILITARY SUPPORT TO CIVIL AUTHORITIES**

Principal advisor to the Adjutant General and the Chief of Staff on matters pertaining to operations in support of civil authorities; security matters including personnel, communications and physical security; planning for and coordination of operations including civil disturbance and natural disasters; develops and provides counterdrug enforcement support; develops and provides support for the Drug Demand Reduction Program; and plans and conducts the Alcohol Drug Abuse Prevention Control Program.

The division is composed of the following sections:

a. **Plans and Security Section: (NGMO-MS)**

(1) Prepares and maintains contingency plans for use of National Guard units for either federal or state service.

(2) Responsible for the development and issuance of plans relating to the supplemental support provided by all services of the military components within the state of Missouri (active and reserve).

(3) Coordinates with active and reserve Army, Navy, and Air Force commanders within the state on proposed changes to military support plans that are being considered.

(4) Initiates, develops, publishes, and reviews a state-wide plan including military forces in support of civil authorities for specific courses of action in the event of an emergency.

(5) Assists state military units in the development of unit plans for military support of civil authorities. Inspects plans periodically to assure updating of data.

(6) Responsible for special or recurring reports pertaining to military support of civil authorities required by any outside headquarters.

(7) Maintains liaison with military, state, and local offices concerned with military support of civil authorities programs of the state and as required, makes speeches before civic groups requesting such services.

(8) Conducts scheduled inspections of units, supplies and equipment to ascertain condition and/or state of readiness. Prepares studies and/or directives as to modifications, care, preservation, and use of supplies and equipment related to the civil defense mission.

(9) Coordinates the use of MONG units in conjunction with state agencies in emergency duty operations and supervises the operations of the MONG element of the State Emergency Operations Center during disaster operations.

(10) Formulates the emergency communications system for the ARNG. Coordinates as required, with state and local civil officials to ensure compatibility and interoperability of communications in support of emergency operations. Responsible for coordination of emergency communications with federal and state agencies as required in appropriate contingency plans and operations. Operates the Net Control Station of the primary MONG emergency radio net.

(11) Prepares state regulations on physical security (facilities, arms, and ammunition), and coordinates and conducts annual inspections of facilities to ensure compliance with appropriate regulations.

(12) Responsible for all matters associated with the Information Security Program and is the Security Manager and Classified Document Custodian for the Office of the Adjutant General.

(13) Responsible for Operations Security in the Office of the Adjutant General and administers the State Tactical Communications Program.



(14) Responsible for coordinating State Defense Force matters.

(15) Is the point of contact for the Emergency Preparedness Liaison Officers to HQ STARC.

b. Counterdrug Operations: (NGMO-MS-C)

(1) Develops, analyzes, and updates MONG drug enforcement support plans.

(2) Advises state and federal law enforcement agencies and DOD agencies concerning MONG resources and capabilities to successfully support drug enforcement operations.

(3) Coordinates the use of aircraft, vehicles, special equipment and personnel required for drug enforcement support.

(4) Responsible for coordinating the selection and processing of personnel who participate in counterdrug support operations. This includes administrative support of personnel selected for counterdrug duty (i.e., pay, travel and per diem, and associated personnel actions).

(5) Responsible for tracking and assessing the mission to determine scope and impact on MONG resources and capabilities.

(6) Responsible for development and management of counterdrug annual funding program.

c. Drug Demand Reduction Program: (NGMO-MS-D)

(1) Develops, analyzes, and updates Drug Demand Reduction support plans.

(2) Advises state and local agencies, and volunteer organizations concerning MONG resources and capabilities to support Drug Demand Reduction support.

(3) Tracks expenditures and assesses the missions to determine the scope and impact on MONG resources.

(4) Coordinates with MONG and other state and local agencies for support in the Drug Demand Reduction effort.

d. Alcohol Drug Abuse Prevention Control Program: (NGMO-MSC-A)

(1) Trains Unit Alcohol Coordinators in conducting urinalysis collection. Trains commanders on the administrative requirements of processing drug positive cases and provides education and prevention materials to unit members.

(2) Prepares drug status report of pending cases, board schedules and drug test quotas. Additionally, prepares the case file for drug positive cases.

(3) Responsible for overseeing the urinalysis testing throughout the state. Provides the legal staff the required documentation to conduct administrative separation boards.

(4) Coordinates all activities in the area of substance abuse to include education, prevention, training, rehabilitation, identification, referral, follow-up, and drug analysis collection.

(5) Serves as the liaison between NGB, state, and units on all related aspects of drug and alcohol abuse.

### **SAFETY BRANCH**

The Safety Branch is directed by the Safety and Occupational Health Manager and administers the general Safety and Health Program for all activities of the Missouri Army National Guard, except aviation flying safety. The mission of the Safety Branch is to reduce the number of personal injury and property damage accidents and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful environment to work and train. All full-time support personnel of the Army National Guard are protected under the provisions of Public Law 91-596 (OSHA Act), Executive Order 12196, and 29 Code of Federal Regulations, Part 1960.

Work and training place safety inspections were continued, including the testing and certification of new and renovated indoor firing ranges throughout the state. New construction and renovation plans were reviewed for compliance with safety and fire protection codes. The new building construction at the Ike Skelton Training Site has been nearly completed and recommendations have been documented in areas of concern.

Special emphasis programs for Risk Assessment, Safe-Guard 94 (Annual Training Safety), and "Picture for Safety" were implemented. The office of the Adjutant General continues to recognize the SAFETY BELT USE campaign sponsored by the

National Highway Traffic Safety Administration. The National Guard has over forty units that achieved 70% seat belt utilization last year which contributed to Missouri leading the Nation. The Guard participated in other Safety Day events again this year and they were a great success.

During Fiscal Year 1993, there was a reduction in the total number of personal injury and motor vehicle accidents reported. The significant reduction was due to increased emphasis by the Adjutant General and Staff on related safety matters.

The Missouri Army National Guard continues to maintain an accident rate lower than the national average.

### **SENIOR ARMY ADVISER**

United States Army personnel are assigned as advisers to the MOARNG under provisions of federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and material resources.

The staff of the Senior Army Adviser is one officer, nine noncommissioned officers, and one Department of the Army civilian.

### **STAFF JUDGE ADVOCATE**

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency. The Staff Judge Advocate's office has primary responsibility for all claims matters against and in favor of the Government. In fiscal year 1993, 53 claims actions were processed.

## **STATE ARMY AVIATION OFFICE**

### **GENERAL**

Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and decentralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

### **ORGANIZATION**

The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crew members and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

### **FUNCTIONS**

The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).
2. Staff coordination with the National Guard Bureau and other state/federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.
3. Coordination of joint use of Army aviation assets by the various Army National Guard units in the state.
4. Preparation and coordination of operating budgets required to support the Army Aviation Program.

5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

### OPERATIONS

Army aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.
2. Whiteman Army Aviation Support Facility - Whiteman AFB.
3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These organizations provide centralized control and direction of aviation assets. They provide day-to-day maintenance on aircraft and allied equipment consistent with authorizations established by Department of the Army and National Guard Bureau. They also provide instruction and evaluation services to all aircrews and aviation maintenance personnel in the state. The instruction includes all phases of training for day, night, adverse weather, tactics, and special mission tasks. Evaluations are conducted regularly to assure the quality of instruction meets Army standards and to advise the appropriate commanders of their aircrews' abilities. Current manning criteria requires 101 full-time federal technicians, but funding support and manpower constraints authorize only 65 personnel or 64% of the required force. AGR manning criteria requires 21 full-time positions, but only 14 personnel are authorized or 67% of the required AGR force. Combined totals of full-time technicians and AGR personnel are 122 required with 79 authorized or 65% of the required force.

In addition to the maintenance and training missions, these organizations perform support missions for the Adjutant General, other units in the state and nation, and state emergency duty at the call of the Governor.

### STATUS OF FACILITIES

Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in the nation. The construction costs of these facilities are provided from federal funds, with design and construction supervision provided by the State of Missouri.

a. Whiteman AFB AASF is the only Missouri Army National Guard installation located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model aviation facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional in the United States. Support units include: 1107th AVCRAD, HHD 3d Bn/135th Avn, Co G/135th Avn, and 1105th AVCRAD.

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the 100 year flood plain. The "Flood of 1993" did however do some damage to the facility which has been repaired. Supported units at this facility include: HQ STARC; 1267th Medical Company; 455th and 457th Aviation Detachment (CECATS), and the 635th Aviation Group Headquarters.

### AIRCRAFT ASSETS

The current aircraft fleet consists of 56 turbine powered helicopters and three twin engine, turbo prop airplanes, which are stationed as follows:

	UH-1	OH-58	AH-1	C-12	C-23
Whiteman AFB	3	13	18		
Springfield	4	0	0		2
Jefferson City	<u>18</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>2</u>
	25	13	18	1	2

### AVIATION TRAINING

Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the requirements includes qualification of aviators, IP's, and maintenance personnel in the AH-1 Cobra and AH-64 aircraft and weapons systems, as well as UH-60 Blackhawk and CH-47D. Training was also conducted in night vision goggles and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are allocated or expended to support this program.

## ANNUAL FLYING HOUR PROGRAM

As stated, Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each state, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1993 (1 Oct 92 - 30 Sep 93) was 12,652 hours. Of that total 1,445 hours were used to support the counter narcotics operations in Missouri. Flying hours were completed by 30 September 1993.

## **STATE MAINTENANCE OFFICE**

Unit, direct support and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 179 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS), 1 Unit Training Equipment Site (UTES), and 1 Combined Support Maintenance Shop (CSMS):

OMS #1 . . . . .	Raytown	OMS #8 . . . . .	Mexico
OMS #2 . . . . .	Festus	OMS #9 . . . . .	Jefferson City
OMS #3 . . . . .	Cape Girardeau	OMS #10 . . . . .	Jefferson Brks
OMS #4 . . . . .	Poplar Bluff	OMS #11 . . . . .	Springfield
OMS #5 . . . . .	Rolla	OMS #12 . . . . .	Harrisonville
OMS #6 . . . . .	St. Joseph	OMS #13 . . . . .	Neosho
OMS #7 . . . . .	Marshall	OMS #14 . . . . .	Trenton

Unit Training Equipment Site . . . . .	Nevada
Combined Support Maintenance Shop . . . . .	Jefferson City

The OMS's provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent to higher category maintenance facilities. These shops have 116 technicians on board.

The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 63 technicians on board.

## **Combined Support Maintenance Shop**

The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to perform Direct Support and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or the supply system, all items of ordnance, engineer, signal, chemical, quartermaster and transportation equipment which require support maintenance.
2. Provide calibration service for test, measurement and diagnostic equipment.
3. Provide technical assistance and instructional teams to units.

During FY 93 the CSMS performed a total of 4,217 maintenance jobs on various types of equipment, plus calibrated 7,217 items. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 93 in the maintenance area:

1. During FY-93 the average reportable equipment operational readiness rate for the MOARNG was 95%.
2. The Surface Maintenance Managers. expended \$32,503 on travel to repair equipment throughout the state. The SMMO also manages approximately a 4.2 million dollar repair parts budget, expended \$85,185 on maintenance training, and \$541,222 on leasing of GSA vehicles.

## **SUPPORT PERSONNEL MANAGEMENT OFFICE**

This office provides central personnel administration and management services for all Missouri Army National Guard (MOARNG) and Missouri Air National Guard (MOANG) full-time support personnel.



Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-Time Recruiting and/or Retention Force (FTRF).

Full-time support personnel (FTSP) authorized are as follows:

	<u>MOARNG</u>	<u>MOANG</u>	
Technicians	534	545	= 1079
Active Guard/Reserve	484	192	= 676
TOTAL	1018	737	= 1755

The Support Personnel Management Office (SPMO) is composed of two major branches, the Personnel Management Branch and the Special Actions Branch. Each of these two branches are further divided into several sections. Responsibilities for each branch and subsequent sections are as follows:

**PERSONNEL MANAGEMENT BRANCH.** This branch provides technical and administrative support in the personnel arena for assigned federal technicians (military and civilian) as well as Active Guard Reserve (AGR) employees for both the Army and Air National Guard of Missouri. It provides The Adjutant General, his staff, managers, supervisors and the SPMO with technical assistance in areas of full time support personnel (FTSP) administration to include funding and manpower allocations; developing and administering technician personnel policies and programs; and administering legal, regulatory, and procedural controls affecting FTSP. The Personnel Management Branch is composed of three sections which are as follows:

1. **POSITION CLASSIFICATION/POSITION MANAGEMENT.** The position classification/management section provides advice and technical assistance for technician and AGR managers/supervisors and employees in the following areas:

- a. Accuracy and appropriateness of position descriptions
- b. Appropriate classification of positions within the organization
- c. Classification appeals
- d. Management of personnel resources
- e. Management of positions within Personnel Data System-Civilian (PDS-C)
- f. Maintain current status of all personnel action requested, and verify request to fills against ceiling report.

g. Maintain/monitor and publish bi-weekly strength (Ceiling) report, including changes from cross-leveling, attrition, new authorizations, etc.

h. Review and post changes to Army and Air support personnel manning documents (SPMDs) as necessary.

Missouri is granted full classification authority to classify non-supervisory and supervisory exception positions through WG/WS/WL-15 and GS-12 and select the most appropriate nationwide position descriptions for the same grade levels and provide management advisory services relative to organizational and position design.

The following goals were accomplished from January 1993 to June 1994:

a. NGB-HR released 26 Position Description packages (11 ARNG/ANG, 9 ANG, 6 ARNG) which applied to Missouri. The most significant release was the new Wage Supervisor position descriptions.

b. There were 18 on-site desk audits conducted.

c. There were no classification appeals.

d. Developed a new position description for the Administrative Officer at the 1107th AVCRAD.

e. Developed four new position descriptions for use within the SPMO.

f. Assisted with position management of 35 personnel as a result of deactivation of 1138th EN BN, 635th AVN Gp, 456th CECAT and 458th CECAT.

2. **PERSONNEL STAFFING.** Personnel Staffing Section provides advice and technician assistance for both technicians and AGR managers/supervisors and employees in the following areas:

- Administration of the State Merit Placement Plan (i.e., advertising and filling Technician/AGR positions, determining qualifications, certifying eligibles, etc.)
- Application Evaluation
- Military Compatibility
- Technician/AGR Vacancy Announcements - Retained Grade/Pay
- Restoration After Military Service
- Obligated Positions
- Priority Placement
- Immigration Reform and Control Act
- Selective Service Registration as a Condition of Federal Employment
- Determines Sources of Special Hiring Programs
- Administer Permanent Change of Station Programs for Technician
- Reduction in Force

- Special Appointing Authority for Competitive Hire
- Merit Promotion and Placement Plan
- Conduct Supervisory Training
- Federal Equal Opportunity Recruitment Program
- Selection/Nomination Boards
- Student Volunteer Program
- Review unliquidated obligation printout from Property and Fiscal Office (PFO) and make adjustments as necessary to de-obligate funds (PCS).
- Provide SPMO with necessary information and documentation for Program Budget Advisory Committee (PBAC) meetings, accounting for excesses and/or shortages and projected status of accounts (PCS).
- Monitor/maintain Technician permanent change of station (PSC)/travel funds accounts documentation and obligate funds.

**ALL GOALS ESTABLISHED FOR 1993 WERE ACCOMPLISHED!**

a. Completed a draft MOTPR 335, Merit Placement Plan, but cannot release for final review until the new Labor Relations Agreement is completed.

b. Entered seven personnel into the Department of Defense Priority Placement Program. One technician has been placed, Zeb Mosley from St. Louis Air Guard Placed at Whiteman AFB, MO.

c. Have completed extensive research and implementation for Technician Voluntary Early Retirement and Voluntary Separation Incentive Pay in accordance with Department of Defense Civilian Assistance and Re-employment (CARE) Program.

d. For Calendar year 1993, the Staffing Section has advertised a total of 192 technician/AGR positions.

Technician (Army)	29
Technician (Air)	101
AGR (Army)	46
AGR (Air)	16

3. **EMPLOYEE DEVELOPMENT.** This office provides advice and technical assistance to both technicians and AGR employees at all levels in the following areas:

- Training Policies & Regulatory Guidance
- Establishing an Annual Training Needs Assessment
- Developing an Annual Training Plan
- Controlling an Effective Training Budget
- Supervisor Training Curricula and Compliance

- Establishing and Participating on Training Committees
- Designing, Development, Conducting and Evaluating Training Events
- Advertising Training Opportunities
- Consultant to Managers/Supervisors on Subordinates Individual Development Plans
- Military Professional Development Program Requirements
- Professional Education Center Training Program
- Army Physical Fitness Training Requirements
- Budgetary Constraints for the Technician Training Account

The mission objectives identified for 1993 which remained practical and for which funding was available were accomplished. The results for those objective were:

a. A decision was made by NGB-PR to use the formal course already in existence at the Professional Education Center to train all Employee Development Specialists (EDS) rather than creating a course specifically for the EDS.

b. Publicizing satellite training courses to the field through E-MAIL was chosen as a more practical method of advertising due to the often short notice of available training courses.

c. The Personnel Data System - Civilian (PDS-C) has been updated to reflect those individuals who attended our retirement seminars.

d. All technician supervisors who have attended Supervisor Training have had their personal information updated into PDS-C. To date, a field for updating the same information on AGR supervisors does not exist.

e. Our objective for training supervisors this year was to offer three 40-hour courses on the basics of being a supervisor. Due to mission and budgetary constraints, only two were conducted.

f. The library contents continue to be updated and published at least quarterly.

g. Three staff visits were made by this section to full time units to evaluate the effectiveness of the overall SPMO when supporting field units. These visits helped to establish a better rapport with the units, and a better understanding by our office of unit level issues.

h. Due to funding, cross level in-residence training was suspended before this training objective was accomplished.

i. The following courses were brought to our headquarters via satellite:

- (1) Putting People First, Human Resource Development Issues
- (2) Electronic Still Photography
- (3) Training Initiatives for Human Resource Development
- (4) Reinventing Government and the National Performance Review
- (5) Office of Personnel Management Town Hall Meeting
- (6) 4.0 NOVEL (LAN) Netware Training
- (7) National White Collar Crime Center's teleconference on Issues Addressing White Collar Crime

The Army Technician Training Annual Funding Plan for this office during FY 1993 was \$193,400. However, \$100,000 was transferred to the Technician Pay Account to reduce shortages there. The remaining balance was used to train the below indicated technicians work-force.

#### **Army Technicians**

<u>Position Level of Employee</u>	<u>Employees In Agency</u>	<u>Employees Trained</u>	<u>Instances</u>	<u>Hours</u>
1. Manager and Supervisor	105	95	196	3,798
2. Non-Supervisor	461	160	237	8,224
3. Total	566	255	433	12,022

#### **Army Training Source**

<u>Training Source</u>	<u>Instances</u>	<u>Hours</u>
1. Internal	185	4,138
2. Interagency/Inter-service	217	6,971
3. College/Professional Assoc/Non-Prof	6	275
4. Private/Other	25	458
5. Total	433	12,022

### Army Training Expenditures

1. Travel/Per Diem	73,718
2. Tuition/Other	29,332
3. Externally Purchased Products/Services	16,735
4. Staff Salaries (1186)	58,772
5. Total	\$178,557

### Air Technicians

<u>Position Level of Employee</u>	<u>Employees In Agency</u>	<u>Employees Trained</u>	<u>Instances</u>	<u>Hours</u>
1. Manager and Supervisor	124	101	230	3,594
2. Non-Supervisor	401	125	182	4,827
3. Total	525	226	412	8,421

### Air Training Source

<u>Training Source</u>	<u>Instances</u>	<u>Hours</u>
1. Internal	182	3,364
2. Interagency/Inter-service	28	1,782
3. College/Professional Assoc/Non-Assoc	153	1,370
4. Private/Other	49	1,905
5. Total	412	8,421

### Air Technician Expenditures

1. Travel/Per Diem	28,121
2. Tuition/Other	118,099
3. Externally Purchased Products/Services	0
4. Staff Salaries (1186)	28,234
5. Total	\$174,454

4. **LABOR MANAGEMENT RELATIONS.** The primary purpose of the Labor Management Relations office is to provide comprehensive labor relations services within the state in the following areas: contract negotiations, contract administration, and administrative proceedings.

a. Functions in the area of contract negotiations include consulting with all levels of management to develop agency policies on and positions for negotiations, and provide advice on developing management proposals and strategies, as well as, determining when union proposals may be nonnegotiable under federal laws.

b. The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies.

c. Responsibilities under administrative proceedings involve developing and representing the state's position in proceedings such as unfair labor practice charges and complaints, grievance proceedings and arbitration.

The association of civilian technicians (ACT) is the exclusive representative for technicians in the bargaining unit, with two locals for the Air National Guard and one local covering Army National Guard technicians throughout the state.

5. **DISCIPLINE AND ADVERSE ACTIONS.** As an amendment to the labor relations position description, the responsibility for administering the State's Discipline and Adverse Actions Program has been added (SDAAP). The purpose for the SDAAP is to assure that discipline is distributed in a fair and equitable manner, the appropriate penalty is selected for the offense, and that employees are provided due process in accordance with applicable laws and regulations. This is necessary to assure that the action taken is not overturned by a grievance or appeal.

This entails close coordination with management and supervisory personnel in processing disciplinary actions against National Guard employees. Assuring that the appropriate procedures are used for the individual concerned. (AGR and TECH)

## **SIGNIFICANT DECISIONS DURING FY-93**

### **THIS HAS BEEN A YEAR FOR CHANGE**

On 1 October 1993, President Clinton signed Executive Order 12871, dramatically altering the relationship between federal managers and labor unions.

The Executive Order directs that all formerly permissive areas of negotiation with unions are now mandatory. These areas include the numbers, types, and grades of employees or positions assigned to any organizational subdivision, work project, or tour of duty; and the technology, methods and means of performing work.

This same Executive Order also directs the head of each agency to create labor-management partnerships by forming labor-management committees or councils at appropriate levels.

It also directs the agency to involve employees and their union representatives as full partners with management representatives to identify problems and draft solutions to better serve the agency's customers and mission.

In accordance with guidance set-forth in the Executive Order, OPM has abolished most all of the Federal Personnel Manual (FPM). The National partnership Council has recommended that agencies and unions jointly agree on personnel policies and practices to replace the FPM.

In the past three years, the FLRA has ruled in five separate cases that the numbers of uniforms or uniform allowances for military technicians is negotiable. Neither the DOJ, nor the DOD believe that the current statutory or regulatory makeup give us any realistic hope for a change in the negotiability of this issue.

The Supreme Court held that Federal sector unions cannot use the FOIA to obtain the home addresses of bargaining unit employees. (FLRA No. 92-1223 (S.Ct Feb 23, 1994))

The Supreme Court reversed the lower court decision which held that a sexual harassment complainant must demonstrate psychological harm in order to show "hostile environment" harassment. The Court held: "So long as the environment would reasonably be perceived, and is perceived, as hostile or abusive, there is no need for it also to be psychologically injurious." (S.Ct 367, Nov 9, 1993)

The Chief, National Guard Bureau has delegated the authority under 32 USC 709 to establish work schedules of less than 5 or more than 6 workdays to Adjutants General of all states.

DOD Instruction number 1010.15, dated 7 Mar 94, bans smoking of tobacco products in all DOD workplaces.



The following actions were accomplished during FY 93:

**a. CONTRACT NEGOTIATIONS**

(1) Ground rules for contract negotiations were established in April 1993. Contract negotiations began in July and have not been completed. The parties are at an impasse on two articles.

**b. UNFAIR LABOR PRACTICES**

(1) There were two ULP's filed against the agency in 1993. One was withdrawn and the other currently pending.

**c. GRIEVANCES**

(1) Several grievances were filed, but all were settled before reaching the AG level.

**d. TRAINING - LABOR RELATIONS**

(1) Supervisors were trained in the areas of:

(a) Contract Administration, ULP's, Handling Grievances, and Technician/Supervisor/Union Representational Rights.

(b) Advice and guidance was provided to managers and supervisors regarding discipline, adverse actions, contract interpretation, union rights during formal discussions, weingarten meetings and grievances.

(c) The LRS attended the annual LMR workshop to keep current with on-going LMR issues.

**e. TRAINING - DISCIPLINE/ADVERSE ACTIONS**

(1) Supervisors were trained in areas of Progressive Discipline, Processing Disciplinary Actions, Adverse Actions, and Disciplinary Appeals.

**f. SEPARATIONS (FOR CAUSE) - 8**

**g. REPRIMANDS - 6**

**h. SUSPENSIONS (TECH) - 2**

i. RESIGNATIONS - ILO Removal for cause - 1

6. DATA MANAGEMENT. Manages the overall Defense Personnel Data System-Civilian (DPDS-C) and other data bases for operations and provides technical systems control for computer systems. Assists the Support Personnel Management Office staff in the following areas:

- Checks "Flags," tapes, and sequence daily to ensure system is operational.
- Prints all products and checks for legibility, separates, and distributes them to the proper section.
- Responsible for SPMO computer system problems.
- Maintains daily transaction registers.
- Assists the SPMO staff in writing DESIRES and requests DESIRES to be printed.
- Assesses SPMO computer training plan and conducts training accordingly.
- Researches new software programs and installs them on SPMO computers.
- Maintains software library.
- Maintains SPMO master computer listing book and extracts data.
- Responsible for receipt and accountability of computers and related systems.
- Administer the Local Area Network (LAN).

The following requirements were accomplished during 1993:

- a. Identification and correction of inaccurate and incomplete data base in NGPDSC.
- b. Identification of limitations resulting from Guard unique data base.
- c. Initialized Local Area Network (LAN)
- d. Developed DESIRES, local tables, and maintain a problem/solutions notebook enabling SPMO personnel information sharing, quality control, conduct research and update database.
- e. Conduct daily meetings to insure accurate data input, recommend improvements in data input and correct discrepancies.
- f. Monitor allocation and utilization of the twenty-one (21) PDSC terminals.
- g. Provide support and assistance for all computer support within the SPMO.

h. Conduct monthly training/instruction on PDSC system refinements/upgrades and problem/solution cross tell.

7. **EMPLOYEE RELATIONS.** Maintains central library of publications relating to technician personnel administration; processes personnel actions for all technicians and initiates actions on step increases, promotions, reassignments, retirements and other actions occurring during the employees career. Advises employees and supervisors of employee benefits such as insurance, leave, retirement, death and disability. Establishes rate of pay, establishes and maintains Employee Performance Files, Official Personnel Folders, and Employee Medical Files for each technician. Responsible for the performance appraisal, Incentive Awards, Voluntary leave Transfer, and Workers' Compensation Programs. Provides advice and technical assistance in the following areas:

- Thrift Savings Plan
- Disciplinary and Adverse Actions (other than "for cause")
- Environmental Differential and Hazardous Duty Pay
- Performance and Incentive Awards
- Suggestions
- Retirement/Separation
- Deposits and Redeposits for Creditable Service
- Retirees/survivors concerning benefits and death claims

The following was accomplished during FY 93:

- a. Provided employee relations benefit and services information to new employees during 3 new employee orientations.
- b. Processed approximately 2800 technician personnel actions.
- c. Processed 32 retirements, including preparation of forms and documents required and one-on-one counseling with each retiree and spouse.
  - (1) ARNG 15
  - (2) ANG 17
- d. Processed 3 death in service claims.
  - (1) ARNG 1
  - (2) ANG 2
- e. Assisted 35 former employees, now retired, concerning benefits and death claims.

f. Assisted nine widows applying for spouse retirement benefits. Forms are prepared, a letter of transmittal form spouse to Office of Personnel Management (OPM) is provided and this office informs OPM of the death by phone.

g. Processed 62 Office of Workman's Compensation Program (OWCP) claims. Injuries by type:

(1) Back injuries	16
(2) Hand injuries	10
(3) Leg injuries	10
(4) Arm injuries	4
(5) Foot injuries	3
(6) Eye injuries	9
(7) Head injuries	4
(8) Neck injury	1
(9) Shoulder injury	1
(10) Ear injury	1
(11) Groin injuries	3

NOTE: Total cost for 1993 -- Army \$203,653.81  
Air \$112,681.56

h. Trained one new clerk typist.

i. Provided education training during 4 supervisory training courses. Topics included Performance Standards/Appraisals, Supervisor Record Keeping, Workman's Compensation, Performance Based Personnel Actions, Voluntary and Non-Disciplinary Actions, Awards Program, leave and pay for technician.

j. Conducted 2 pre-retirement planning seminars (approximately 53 attendees). provided a 2 1/2 hour block of instruction at each seminar.

k. Conducted two Thrift Savings Plan open seasons. Approximately 250 TSP-1, Election Forms were processed. Open Season materials were mailed to all eligible employees whether Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS).

l. Conducted the annual Federal Employees Health Benefits Open Season. A Health Fair was conducted in Jefferson City for personnel in the immediate area. Processed approximately 144 health forms.

m. Processed Incentive Awards as follows:

- 81 Sustained Superior Performance (SSP)
- 30 Quality Step Increase (QSI)
- 7 Suggestions
- 36 On the Spot Award
- 159 Time Off Awards

n. Provided pre-1969 technician information to 12 former employees who can receive credit for this service under Public Law 101-530. This consisted of searching microfilm and preparing a Standard Form 7 card and cover letter to the individual.

o. Provided statements to courts and attorneys of approximately 16 divorce cases, resulting in one court appearance by this office.

8. **EQUAL EMPLOYMENT OPPORTUNITY OFFICE.** Is responsible for all Equal Employment Opportunity (EEO) programs. Advises the Adjutant General, the Support Personnel Management Officer, and managers on administering laws, policies, and regulations designed to overcome and prevent discrimination. Provides equal opportunity guidance to employees and applicants to the Missouri National Guard. Manages the following equal employment and human relations programs:

- Employee Assistance Program (EAP)
- Affirmative Employment
- Federal Equal Opportunity Recruitment Program
- Special Emphasis Programs (i.e., Hispanic Employment, Federal Women, American Indian, Black Employment Programs, Handicapped/Disabled Veteran Hiring Programs, Summer Youth Employment, and Camp Wonderland)
- Education training in EAP, EEO, and Affirmative Employment programs for Full Time Support Personnel (FTSP) managers and employees

The following goals were accomplished during 1993:

a. Participated in two Supervisors Training Phase II, providing information on Equal Employment Office (EEO)/Employee Assistance Program (EAP) and Affirmative Employment Program responsibilities for supervisors.

b. Worked with the Private Industry Council to place twenty (10) young people in Summer Youth Employment and Education Program. June - July 1993

c. Provide monthly input to the HQ STARC Newsletter on EEO, Affirmative Employment Plan (AEP) and Employee Assistance Program (EAP) topics, as well as, the dates to remember.

d. Provided on-site and telephone assistance to EEO counselors on four (4) informal Title VII complaints.

## **THE UNITED STATES PROPERTY AND FISCAL OFFICE**

The United States Property and Fiscal Office (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$74 million, maintains an ARNG equipment inventory valued in excess of \$556 million, and an Air National Guard operational budget of over \$59 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Resource Management, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of the Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 80 technicians.

The Purchasing and Contracting Division provides contracting support to both the Army and Air National Guard in accordance with federal acquisition laws and regulations. Emphasis is placed on competitive acquisition and timely procurement.

The Resource Management Division has placed emphasis on the controls and procedures to pay all troops in a timely manner. This includes inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus, incapacitation pay, and timely payment to vendors for commercial contracts.

The Analysis and Internal Review Operations have transitioned from an examination function to an internal audit function. This program continues to be enhanced through professional auditor training. Efforts to fill vacancies with qualified auditors have been very successful. The annual audit program places emphasis on evaluations of areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal Review Division serves as a focal point for outside agencies such as Department of Defense Audit Services, U.S. General Accounting Office, as well as the Army Audit Agency, and the Department of the Army Inspector General.

Internal Review services are undergoing major changes. We have shifted our focus from full scope audits to limited scope reviews. This is an effort intended to be more responsive to the needs of our customers. Auditors will spend the majority of their time on quick reaction type audits which target specific problems. Our goal is to provide commanders and managers timely and useful audit reports.

We have expanded the use of the Audit Lead Sheet (ALS) which was primarily used to record audit activity. We now use the ALS as an informal progress report to document audit activity, as a communications tool to keep commanders and managers informed of potential problems, permit corrections of any misunderstanding of processes, policies, terminology and to provide a vehicle for commanders and managers to respond to potential findings.

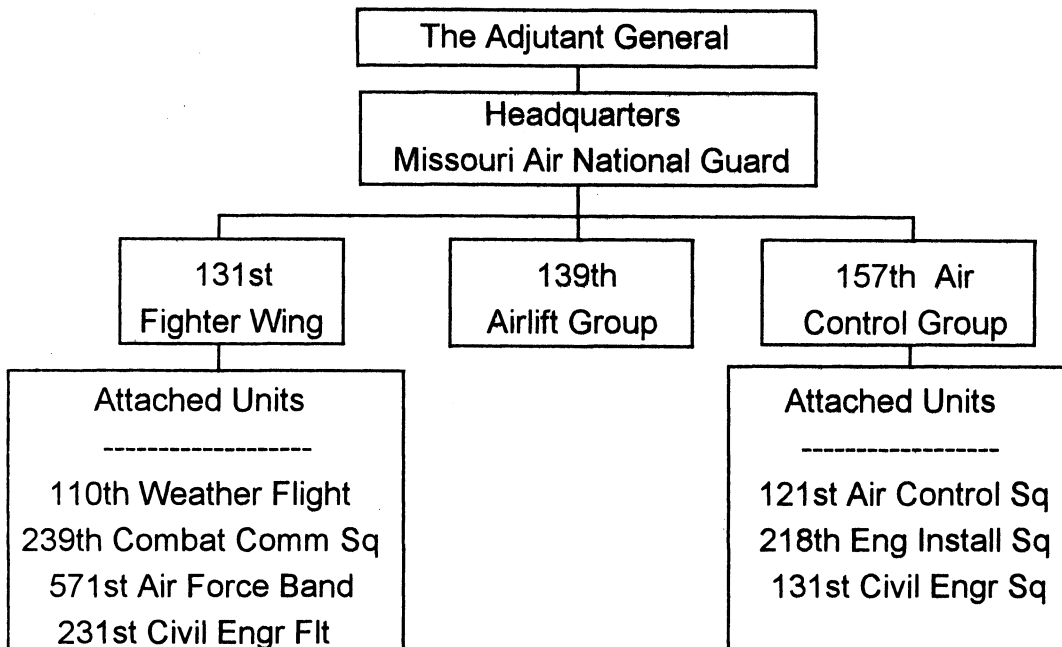
Logistical support of the Army National Guard is aimed at ensuring that all units obtain the highest level of readiness possible. The current emphasis is on the distribution of equipment from the military structure build down. Logistical elements continue to seek more cost effective measures to insure high level support in a time of declining federal resources. These actions support the USPFO'S goal to provide the individual soldier all he needs to perform his mission without action on his part.

The Data Processing Installation (DPI) continues to maintain records for the USPFO by computer and communications processes as outlined in applicable regulations. DPI clients are provided cost-effective resources and timely service for quality sustainment of the Missouri National Guard.

With increased top-level management interest in reducing paperwork and having timely information to make decisions, the DPI continues to analyze and implement local methods of eliminating paper, tape and diskette products. Terminal display of data and information is streamlining processing and enhancing security of "For Official Use Only" and privacy act knowledge. Services given weekly or monthly are distributed daily as a result of informal process action teams consisting of clients and DPI staff.

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

## MISSOURI AIR NATIONAL GUARD Organizational Chart



Missouri has three Air National Guard Bases. Headquarters 131st Fighter Wing and assigned units are located at Lambert Field in St. Louis. The 139th Airlift Group and assigned units are located in St. Joseph at Rosecrans Field. Headquarters 157th Air Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of four major Air Force Commands: Air Combat Command, Air Mobility Command, the Air Force Material Command, and United States Air Forces Europe.

Headquarters Missouri Air National Guard is located at Jefferson City, Missouri. The state headquarters commands, controls, and supervises Air National Guard (ANG) units within the state consisting of more than 2750 personnel in a fighter wing, an airlift group, an air control group, and four specialized squadrons or flights.

**131st Fighter Wing/110th Fighter Squadron.** At the completion of the second year in the F-15 Air Superiority Fighter, the 110th Fighter Squadron (FS) continues to make significant contributions to the Total Force. Despite being the youngest F-15 unit in the Air National Guard, its members have firmly established themselves as the Midwest dissimilar Air Combat Tactics (DACT) experts.

The central location of the 131st Fighter Wing (FW) lends itself to widespread support. Based on this fact, the unit has undertaken an aggressive deployment schedule. By working with a variety of units, the experience the 110 FS has gained is freely shared, enforcing tactics and improving the combat readiness of all involved units.



The list of deployments for FY 93 include:

1. DACT - December 1992. Six F-15s to McConnell AFB, KS, for training with F-16 Fighter Training Unit students and instructors.
2. Advanced Airlift Tactics Training Center - February 1993. Four F-15s to Fort Huachuca, AZ, for C-130 airlift Training Center Support.
3. Ready Olympiad - April 1993. Eight F-15s to Savannah CRTC, GA, for a Composite Force exercise with ANG units throughout the country.
4. Lobo Flag - April 1993. Four F-15s to Miramar NAS, CA, to participate in a joint service composite force exercise.
5. Long Shot - June 1993. Four F-15s to Nellis AFB, NV, to participate in an Air Force-wide competition. The unit was on the winning team.
6. Combat Archer - July 1993. Twelve F-15s to Tyndell AFB, FL, to fire live AIM-7 and AIM-9 missiles and gain gun qualification against the AGATS--36 towed aerial target.
7. Canadian Fighter Weapons School - July 1993. Six F-15s to Cold Lake, Canada, for DACT against Canada's best fighter pilots flying the F-18.

Each deployment netted or exceeded all established goals providing all involved valuable training.

During the fiscal year, the 110 FS training pilots from the 122 FW; 132 FG; 138 FG; 140 FW; 147 FG; 148 FG; 150 FG; 175 FG; 181 FG; 182 FG; 183 FG; 184 FG; 185 FG; Air Reserve; and Navy/Marine units. Additional instructor/pilot support was provided to the 116 FW (GAANG) for their upgrade to Multi-Stage Improvement Program (MSIP) and the Advanced Medium Range Air-to-Air Missile (AMRAAM). Members of the Wing also served as chairpersons for the Operations Group Steering Committee and the Weapons and Tactics Committee. Their efforts helped focus HHQ F-15 initiatives benefiting units throughout the ANG.

Through hard work and diligence, the 131 FW completed another accident-free year. For this accomplishment, the unit was awarded the Air Combat Command Safety Award.

This fiscal year will mark the passing of an era. Since November 1985, the unit has operated and employed the C-12F in its Operational Support Aircraft (OSA) mission. While this aircraft has served the Wing well, it will be replaced by the C-26 early in Fiscal Year 1994.

139th Airlift Group/180th Airlift Squadron. The AG continues to participate in many worldwide operations.

During fiscal year 93, the 139th AG completed the conversion to Self-Contained Navigation System (SCNS) aircraft. The 139th also completed aircrew training for this new navigational system.

In July 93, the 139th Airlift Group deployed four aircraft, six aircrews, and support personnel to Howard AFB, Panama for four weeks in support of Operation Phoenix Oak.

The 139th AG flew approximately 20 hours in fiscal 93 in support of state and federal counter-drug missions.

The 139th AG provided nine aircrew members in support of Operation Provide Promise. The aircrew members joined United Nation forces in providing humanitarian relief to war-torn Bosnia Herzegovina.

In August 93, the 139th AG began the massive cleanup caused by the great flood of 1993. The flying squadron moved to Richards-Gebaur AFB, and within one month the squadron was flying tactical airdrop and airland missions.

During fiscal year 93 the AG flew approximately 3,900 hours of tactical airdrop, tactical airland, and cargo/passenger airlift sorties. This was done while extending our 35 year safety record to more than 131,900 hours of accident-free flying.

AATTC. The Air National Guard's Advanced Airlift Tactics Training Center (AATTC) scheduled 22 aircrew classes for a total of 88 aircrews. Nineteen classes were conducted with 71 aircrews graduated. Class participants were from the ANG (18), AFRES (19), USAF (20), USMC (8), and allies (6). The allies attending were Germany (3), Italy (2), and Australia (1). The reasons given for units not attending scheduled classes were funding, manpower, flying hours, and other commitments.

The AATTC also conducted seven Practical Intelligence Course (PIC) classes during FY 93 and graduated 48 intelligence personnel.

A total of 499 people received training at the AATTC during FY 93. They were crew members, 442; intelligence personnel, 48; and observers, 9.

Four AATTC instructors deployed to Europe to participate in Provide Promise. They participated in staff tactics functions and flights to Bosnia.

The AATTC completed preparations for teaching a course on Night Vision Devices. Unfortunately, the lab was destroyed in the flood and has not been replaced at this time.

Recruiting. As of 1 May 1993, the Group was 97.8% manned in officers and 98.5% in airmen with an overall manning of 98.4%.

Headquarters 157th Air Control Group is located at Jefferson Barracks. As a part of Air Force reorganization, Tactical Control units were renamed Air Control Groups and Squadrons. More than 1,000 officers and airmen are assigned to nine units of this Group in the states of Missouri, Iowa, Georgia, Alabama, and Tennessee. The Air Control Group mission is to provide command and control for air strikes, reconnaissance, and air-to-air intercepts in a forward battle area. Units assigned to the 157th began a five year process in 1992 of converting to the AN/TPS-75 Radar and the AN/TYQ-23 Modular Control Equipment (MCE) in 1992. Depending on terrain and altitude, the radar has the capability to "look" in excess of 150 miles.

In FY 93, the five year process for conversion of each squadron within the group has met a milestone of one MCE conversion complete and two additional units entering conversion. Two units underwent Operational Readiness Inspections (ORIs). The Headquarters unit received its first Quality Air Force Assessment. The unit was also instrumental in the Great Flood of 1993 as the host Emergency Operation Center (EOC) for military assistance to civil agencies in St. Louis and surrounding counties.

Also, during FY 93, two units of the Group supported large NATO exercises in Scandinavia with theater air control services. All units of the Group were involved in providing drug interdiction radar surveillance services to federal and state authorities. Many Headquarters personnel saw field duty with these units as their operations were planned and executed.

The Group's major projects for the coming year are: continuing support for unit conversion to new equipment; supporting NATO exercises with theater air control services; supporting federal and state authorities with drug interdiction; Disaster relief and embarking on our Quality Assessment Program. This will incorporate our Quality Council, Long Range Planning initiatives and a Unit Self Assessment.

The 121st Air Control Squadron organized at Jefferson Barracks in 1976, provides radar control for numerous contingencies in peacetime and wartime. The peacetime missions of the 121 ACS include controlling aircraft from five separate fighter squadrons on a daily basis. This unit also deploys equipment and personnel overseas/conus on counter-drug deployments. The 121 ACS trains for its wartime mission by annually participating in NATO exercises in Europe. Highly mobile, the unit has the radar, radios, power equipment, and people required for continuous control of air defense, close air support, interdiction, and airlift missions in any contingency.

Designed to be self-sustaining in a deployed status for an initial period of thirty days, unit personnel provide security, supply, medical service, food service, and administrative service, as well as the technical ability to operate and maintain the sophisticated equipment in use.

All ten officers and eighty-one enlisted personnel are trained to perform as an infantry unit and multiple vehicle operator as well as in the Air Force Specialty Code. All ninety-one people function in 22 Air Force Specialty Codes to operate as a team.

During 1993, the 121 ACS deployed on a counter-drug mission in Central America, the NATO Exercises in Denmark and Norway, and participated in Missouri Flood Relief. The year of 1993 also marked the beginning of the 121 ACS conversion into a new automated radar system called Modular Control Equipment.

The 218th Engineering Installation Squadron is an integral part of the USAF war fighting community. This unit is responsible for installing and reconstitution of critical C4 systems (antenna, radar, cable, fiber optic ground radio, radio relay, and fixed navigational aids). The 218th regularly deploys to locations throughout the United States, and the European and Pacific theaters.

The unit trains for its wartime mission by selecting Air National Guard and regular Air Force projects and assigning a mix of experienced personnel and trainees.

During FY 1993, 85% of the members of the 218th, using 1,436 state emergency man-days of work, worked day and night to evacuate people, fix levees, place sandbags, pump sewers/flood waters, provide lighting, provide communications, management, and logistical support in many locations along the Mississippi River plain.

Also in 1993, the 218th EIS installed a major state-of-the-art LAN network for the Des Moines ANGB. This was the first cradle-to-grave installation involved of its kind ever attempted by an Air National Guard unit. We also completed the installation of pilot information display panels ahead of schedule at Ramstein AB and Sprangdahlem AB, GE, and at Lajes AB in the Azores. The unit saved approximately \$102,000 in cable installation costs. Working mostly in a UTA status on weekends, the 218th installed over eight miles of aerial co-axial cable and cable strand at Crane Naval Weapons Systems Center, Indiana.

Finally, the 218th demonstrated its outstanding ability to reconstitute communication facilities in adverse circumstances. Examples were building copper and fiber restoration at St. Joseph ANGB during the Great Flood of '93". When Barsdale AFB was pressed by time to remove and install a control tower counsel in time to meet an exercise requirement. Members worked overtime to finish the job one week ahead of schedule. In addition, when 17 underground cable splices were damaged by water at Scott AFB, Illinois, 218th cable installers worked long hours in freezing weather to restore communications to one of Scott AFB's radar facilities.

131st Civil Engineering Squadron (Operating Location, Engineering and Serviced-OLES) was established in 1980 as a separate component of the 131st Civil Engineering Squadron located at Lambert-St. Louis International Airport. The OLES is comprised of five officers and 95 enlisted positions.

In 1993, the unit activated for State Emergency Duty due to the Great Flood of 1993. While activated the unit assisted in the construction of emergency levees and also participated in area security and traffic control.

During 1993, the unit placed maximum effort in preparing for the 131st Fighter Wing, Operational Readiness Inspection (ORI) which is to take place in Spring of 1995. In addition to the home station training for the ORI sixteen personnel from the OLES joined with personnel of the 131st CES at Lambert-St. Louis International Airport for a deployment to the island of Grand Anagua, Bahamas. There the squadron constructed taxiways and aircraft parking pads for the U.S. Coast Guard Air Station.

### **Construction/Facilities**

Jefferson Barracks, home of four Air National Guard (ANG) units, the National Guard Bureau's Human Resources Eastern Center, two Army National Guard (ARNG) units, one Navy, Defense Fuels and a Coast Guard unit is located in southeast St. Louis county overlooking the Mississippi River.

The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property leased to the federal government and licensed back to the state for use by the Missouri Army and Air National Guard. In addition to buildings, support facilities include 55,623 SY of roads, 14,300 SY of paved parking, and approximately 10,000 LF of security fencing.

Air Operations and Maintenance agreement funding for FY 93 was \$525,960 including \$121,470 in state funds, \$364,411 in federal matching funds, and \$40,079 in 100% federal funds. Repair and maintenance construction funding of \$500,428 included historic preservation, asbestos abatement. Provide fire safety requirement to multiple buildings, station LAN expansion repair and replacement of doors on multiple buildings, and install modular control equipment.

Air National Guard Base at Lambert-St. Louis International Airport is located on 24.94 acres of federally owned land on the south side of Natural Bridge Road and 23.41 acres of airport land which is licensed to the State of Missouri for use by the Missouri Air National Guard. The Real Property consists of 76 facilities. The facilities include 36 buildings (347,525 SF), 55,686 SY of aircraft parking apron, and 99,723 SY of roads, sidewalks, parking lots, and storage yards. The replacement value of the ANG facilities at Lambert (less real estate) has been estimated by ANGRC/DEO at \$70 million.

Major MCP projects completed in the past 12 months include Weapons Release/AGE (\$1,200,000). Major projects completed under the JOC Contract include Replace Oil/Water Separator (\$60,000), Replace 5 KV Feeder Line (\$57,000), Reside Bldg 1 (\$71,000), Install Emergency Lighting Basewide (\$21,000), Construct Vehicle Pipe Gates & PreCast Wall (\$24,000), Replace Curbs & Catch Basins (\$22,000), Construct Vehicle Maintenance Washrack (\$25,000), and Tuckpoint Bldg 1 (\$24,000).

Major projects currently under construction include Install Bldg 1 Canopy (\$13,000), Repair Base Streets (\$20,000).

Major projects in design this year include Replace Underground Storage Tanks (\$200,000), Base OPS Security Upgrade (\$110,000). Projects programmed for future years include Base Composite Support Facility (\$2,000,000), 239th Combat Communications Vehicle/AGE Maintenance Shop (\$1,000,000).

Fort Leonard Wood Air-to-Ground Range (Cannon Range) is located in the southwest corner of Fort Leonard Wood, MO in Pulaski County. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (3,900 SF), storage facility (2475 SF), two observation towers, a helicopter pad (178 SF), a water well, 35 SY of sidewalk, and 1300 LF of security fence. An extensive target array including airfield, rivetted aircraft, railroads, and bridges. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by 10 full-time personnel and is host to eight units from seven states, flying A-10, F-16, A-4 (Marine) aircraft, as well as UH-1 and AH-1 helicopter gunships.

Future construction includes Access Road Improvement (\$200,000).

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph, Missouri (54.15 acres owned by the Department of the Air Force; 28.67 acres leased from the city). Right-of-way easements total 7.58 acres. Two hundred and seven (207) acres for an aerial drop zone and 4.01 acres for a takeoff and landing zone located at the Airport are leased from the city.

During the Great Flood of 1993, 14 facilities (48,555 SF) were washed away and/or damaged beyond economical repair and scheduled for demolition. The remaining facilities include 30 buildings (257,414 SF), aviation fuel storage (300,000 gallons capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (34972 LF), and vehicle parking (34,972 SY). Total replacement value is approximately \$44,294,000.

Major construction anticipated in the near future includes a Jet Fuel Storage Complex (\$3,500,000); replace underground storage tanks (\$1,130,000); repair aircraft parking ramp (\$800,000); overlay runway 13-31 for Assault Landing Zone (\$2,200,000); replace Airlift Tactics and Training Center (\$2,150,000); and replace base Civil Engineering facility (\$3,000,000).

Projects recently completed or currently under construction consist of a joint project with the FAA and the City of St. Joseph to repair the taxiway, for which the ANG is providing \$1,600,000 as its share of the project, an addition to Aircraft Maintenance for Weld Shop, alterations to the Operations & Training Facility (\$1,400,000); and complete restoration of all remaining 30 buildings which survived the Great Flood of 1993 (\$8,500,000). All land and facilities are licensed from the Department of Air Force to the State of Missouri for Air National Guard purposes at no cost to the state. All costs of the operations are funded by the federal government except operations and maintenance of the facilities for which the State of Missouri funded \$176,700 in FY93 and \$197,000 in FY94 with matching and non-matching federal funds in the amount of \$1,375,000 in FY93 and \$1,477,800 in FY94, respectively.

#### **Military Personnel 30 September 1993**

	AUTHORIZED			ASSIGNED		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters MoANG	18	14	32	18	14	32
131st Fighter Wing	116	985	1101	112	957	1069
231st Civil Engineer Flt	26	15	41	27	15	42
239th Combat Comm Sq	9	186	195	10	192	202
110th Weather Flight	3	15	18	3	16	19
571st Air Force Band	1	35	36	1	32	33
157th Air Control Group	44	101	145	34	99	133
121st Air Control Sq	10	80	90	10	84	94
131st Civil Eng Sq (OLES)	5	95	100	3	63	66
218th Engr Install Sq	10	185	195	10	153	163
139th Airlift Group	<u>139</u>	<u>773</u>	<u>912</u>	<u>136</u>	<u>767</u>	<u>903</u>
	381	2484	2865	364	2392	2756

## Organizational Structure

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
HQ MoANG	Jefferson City	Brig Gen William A. Treu

131st Fighter Wing: All units except Cannon Range are located at Lambert-St. Louis IAP, Bridgeton, MO.

HQ 131st Fighter Wing	Col George D. Graves
110th Fighter Squadron	Lt Col Michael G. Brandt
131st Consolidated Aircraft Maint Sq	Lt Col Donald L. Boatright
131st Mission Support Squadron	Lt Col Richard L. Rehmeier
131st Mission Support Flight	Maj William E. Work
131st Security Police Flight	Capt Daniel R. Steiner
131st Civil Engineer Squadron	Lt Col Samuel S. Sivewright
131st Medical Squadron	Col Edith P. Mitchell
131st Resource Management Squadron	Lt Col Edward R. Weeks
131st Services Flight	Capt Edwin J. Trotter
*239th Combat Communications Sq	Lt Col Hugh H. Barton III
*110th Weather Flight	Maj Pamela W. Davis
*231st Civil Engineering Flight	Col Jeffrey D. Felder
*571st Air Force Band	2nd Lt Gregory P. Hamilton
Cannon Range, Fort Leonard Wood	Lt Col Michael A. Steffen

\* Attached to 131st Tactical Fighter Wing

157th Air Control Group: All units located at Jefferson Barracks, St. Louis, MO.

Headquarters	Col Frederick L. Bonney
121st Air Control Sq (FACP)	Maj David W. Newman
**218th Engineering Installation Sq	Maj David C. Behm
**131st Civil Engineering Sq (OLES)	Major Robert J. Tenholder

\*\*Attached to 157th Air Control Group



139th Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph, MO.

Headquarters	Col Steven R. McCamy
139th Resource Mgmt Sq	Lt Col Louis W. Smith
180th Airlift Squadron	Lt Col James L. Gates
139th Civil Engineer Squadron	Lt Col Kenneth Massingill
139th Mission Support Squadron	Lt Col Lyle D. Farquhar
139th Medical Squadron	Col Krikor O. Partamian
139th Mission Support Flight	Maj Carl O. Johnson
139th Adv Airlift Tac Training Ctr	Lt Col Paul E. Davenport
139th Aerial Port Flight	Maj Robert D. Couldry
139th Maintenance Squadron	Maj Norman R. Brosi
139th Security Police Squadron	Maj Walter L. Daffron III
139th Services Flight	(Not filled at this time)

### Operation and Material

#### Pilot/Navigator (NAV) Utilization

##### AVG UNIT

<u>LOCATION</u>	<u>AVERAGE</u>		<u>ASSIGNED</u>	
	<u>PILOTS/NAV</u> <u>AUTHORIZED</u>	<u>PILOTS/NAV</u> <u>ASSIGNED</u>	<u>TOTAL TIME</u> <u>PER PILOT/NAV</u>	<u>ACFT TIME</u> <u>PILOT/NAV</u>
St. Joseph (C-130)	51/17	51/31	3324/3973 hrs	1127/1520
St. Louis (F-15)	41/0	34/0	2332/0 hrs	570
St. Louis (C-12)	3/0	11/0	3075/0 hrs	507

#### Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
JP-4 (Jet)	3,062,892

Aircraft:

<u>LOCATION</u>	<u>TYPE</u> <u>AIRCRAFT</u>	<u>QUAN-</u> <u>TITY</u>	<u>AVERAGE</u> <u>UNIT COST</u>	<u>AVERAGE</u> <u>TOTAL VALUE</u>	<u>AIRFRAME</u> <u>TIME</u>
St. Louis	F-15A	20	\$11,113,000	\$222,260,000	3592 hrs
St. Louis	F-15B	2	\$10,853,000	\$ 21,706,000	4411 hrs
St. Louis	C-12F	1	\$ 645,000	\$ 645,000	3600 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	3100 hrs
	TOTAL	31			

**Vehicular and Communications Equipment Assigned Statewide:**

<u><b>EQUIPMENT</b></u>	<u><b>QUANTITY</b></u>	<u><b>AVERAGE UNIT COST</b></u>	<u><b>TOTAL VALUE</b></u>
Wheeled Vehicles	454	\$ 27,102	\$12,304,514
Radar Sets	2	\$2,739,000	\$ 5,478,000
Communications Sets	16	\$1,162,368	\$22,085,000
Air Traffic Control Systems	3	\$1,900,000	\$ 5,700,000
SATCOM	1	\$1,140,000	<u>\$1,140,000</u> \$46,707,514

**Community Impact**

Federal funds spent in Missouri in support of the Air National Guard during FY 93 are categorized as follows:

	<u><b>St. Louis</b></u>	<u><b>St. Joseph</b></u>	<u><b>TOTAL</b></u>
Pay State Security	\$ 796,200	\$ 510,280	\$ 1,306,480
Pay of Air Technicians	\$16,016,886	\$8,042,580	\$24,059,466
Full-Time, Military Duty Program (AGR)	\$ 3,028,542	\$2,688,000	\$ 5,716,542
Active Duty/IDT/UTA Incentive Program	\$ 9,293,494	\$ 9,920,775	\$19,214,269
(Reenlistment Bonuses)	\$ 38,500	\$ 27,475	\$ 65,975
Basic Training Program	\$ 43,429	\$ 61,200	\$ 104,629
National Guard Personnel Travel, Per Diem, Sub- sistence, Clothing, and Uniform Allowances	\$ 1,314,730	\$ 1,031,364	\$ 2,346,094
Service Contract (Opera- tion and Maintenance)	\$ 1,289,217	\$ 1,387,130	\$ 2,676,347
Major and Minor Repairs	\$ 847,132	\$ 990,565	\$ 1,837,697
Miscellaneous Supplies and Services	\$ 2,849,383	\$ 4,156,801	\$ 7,006,184
Base Procured Equipment	\$ 99,561	\$ 1,067,101	\$ 1,166,662
Planning, Acquisition and Construction	\$ <u>0</u>	\$ <u>438,440</u>	\$ <u>438,440</u>
TOTALS	\$35,617,074	\$30,321,711	\$65,938,785

Six Hundred and Ninety Six Federal Civil Service Technicians and full time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One Hundred and Three State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds and provide base security and fire protection.

### **Mission Statements**

131st Fighter Wing: To establish air superiority by engaging and destroying enemy air forces using conventional munitions in either offensive or defensive counter air roles. These roles apply over land and may, in certain cases, apply in support of maritime operations.

239th Combat Communications Squadron: Responsible to plan, deploy, activate, operate and maintain a complete Communications and Air Traffic Control System in a field combat environment, providing the essential command and control for the operations of a wing-sized flying unit on an air base.

110th Weather Flight: Deploy with authorized assets to provide 24-hour tactical weather service observing, forecasting, and staff weather officer services in support of U.S. Army operations.

231st Civil Engineering Flight: A command/staff engineering augmentation flight trained to staff and manage civil engineering services, recover cell functions for a numbered Air Force within a theater of operations and/or at MAJCOM level in the command post, battle staff operations, including regional wartime construction prioritization and crash rescue fire suppression management.

571st Air Force Band: The Band is a Missouri Air National Guard unit attached to the 131st Fighter Wing located at Lambert-St. Louis International Airport. The band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Airlift Group: Provide the capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters 157th Air Control Group: Responsible for wartime planning and training of nine combat ready Air Control System Radar units with 1,500 personnel and \$200 million in assets, plus support of the Department Of Defense Counter-narcotics mission. Performs reception and reconstruction duties for assigned units and augments Command and Control Activities. Responsibilities to National Guard Bureau (peacetime) or 8AF (wartime).

121st Air Control Squadron: Responsible for employing the TPS-43E radar into forward areas to provide aircraft control and surveillance or gap-filler radar coverage. The 121st Air Control Squadron supports deployed contingency operations worldwide. Peacetime activities include providing radar control for local fighter and tanker units.

131st Civil Engineering Squadron (OLES): Provides Civil Engineering support to Jefferson Barracks ANG Base and 131st Fighter Wing to include necessary assets and skilled personnel to prepare and sustain global installations as stationary platform for the projection of aerospace power. Mission areas include: force beddown, facilities operation/maintenance, bomb damage repair, and rapid runway repair.

218th Engineering Installation Squadron: The unit mission is to train members in skills needed to engineer, install, remove, relocate, and perform serviceability certification and emergency on-site maintenance of ground communications electronics facilities. This includes a wartime commitment of mobility positions organized into combat teams.

## **STATE EMERGENCY MANAGEMENT AGENCY**

The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of emergency or disaster which may occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950s. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislation Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

**PLANS AND OPERATIONS.** The beginning of FY 93 saw SEMA concentrating its resources on the work associated with the final stages of the development of the new State Emergency Operations Center. This included planning, construction and coordination meetings both inside and outside the agency.

Another major activity early in this FY was a revitalization of the area coordinator program. Programs were initiated which would result in a greater interface between local emergency management organizations in each of the nine designated areas. These efforts were extremely successful in Southwest Missouri and in the Jackson County area. In each of these areas the local coordinators met quarterly and in the case of Southwest Missouri, they formed an association which handled all such activities in the area.

The Callaway Nuclear Power Plant Media Day was held on June 4th. On June 8th, during a graded exercise evaluated by the Federal Emergency Management Agency, the Hearn Center was activated for a reception and care drill. On June 9th the Forward Command Post and the Emergency Operations Center were activated for a graded exercise. The Cooper Nuclear Power Plant in Nebraska held a graded exercise on December 15th.

The agency continued participation in the Regional Interagency Steering Committee (RISC) meetings. These meetings are conducted to coordinate the activities of the various federal and state agencies which have an assigned responsibility in the Federal Response Plan. These coordination activities paid off during the Spring Floods of '93 which began in April and continued into FY 94.

**STATE SURVIVABLE CRISIS MANAGEMENT PROGRAM.** The portion of the project which would result in the completion of the Alternate State Emergency Operations Center at Rolla was completed and the equipment successfully tested late in the year. Construction began in earnest on the new facility at Algoa with a 65% completion level at the end of the fiscal year. Contracts were let for the development of sophisticated communication and data processing systems to be installed in the next fiscal year. Work also commenced on the development of SOPs to insure the proper utilization of the new facility.

**TRAINING AND EXERCISE PROGRAM.** The Emergency Management Training (EMT) curriculum delivered by SEMA offers an extensive array of training opportunities for State and local emergency managers, public officials, members of volunteer relief organizations, and professionals in related fields. Funded in part by the Civil Defense Act of 1950, the EMT curriculum epitomizes the dual use, consequence management focus of civil defense in today's world. The EMT program has proven itself to be a comprehensive and effective vehicle to train state and local officials in disaster mitigation, preparedness, response, and recovery. Jurisdictions across Missouri, can and do cope with disaster by preparing in advance through training activities and by using the abilities learned to build local teams and coalitions that respond to emergencies.

The mix of individuals attending SEMA training reflects the diversity growing in emergency management. They represent local elected and appointed officials, state agency officials and even federal agency representatives. The SEMA curricula is structured to meet the needs of this diverse audience with an emphasis on how the various elements work together in emergencies to save lives and protect property and the environment.

The core of the EMT curriculum is the Professional Development Series (PDS) for Emergency Management. Instruction focuses on the four phases of emergency management. PDS courses include: Introduction to Emergency Management; Emergency Planning: Leadership and Influence; Decision Making and Problem Solving; Effective Communication; Developing Volunteer Resources; and Exercise Design. Curricular areas of study include natural hazards (earthquake, radiological protection), leadership, basic management skills, instructional methodology, exercise design and evaluation, information technology, public information, and integrated emergency management. The SEMA training program also offers many other courses that augment the Professional Development Series and provides participants with critical information. These include courses for earthquake mitigation for healthcare facilities, technical mitigation strategies for utility lifeline systems, an entire series of courses on radiological defense, courses on public policy in emergencies, workshops on hazardous materials planning and preparedness, disaster recovery operations, incident command, sheltering, mass fatality emergencies, and a myriad of other small workshops and public presentations.

FEMA Region VII is widely known for its training programs and Missouri is the cornerstone of the Region. Missouri is recognized by FEMA as one of the premier training programs and is often called upon to pilot test training courses and is regularly asked to provide expertise on curriculum development, course content and field deployment. The four Region VII states comprise 4.7 percent of the nation's population, but regularly delivers seven percent of the nation's emergency management training. Missouri delivers as much as 70 percent of the region's training every year, which equates to Missouri delivering 4.95 percent of the emergency management training in the United States. Missouri comprises only 2.08 percent of the nation's population.

In the fall of 1986, Congress passed the Superfund Amendments Reauthorization Act (SARA) which required state and local governments to plan for response to spills of hazardous materials. Within Title III of that act was a funding mechanism which would provide states grants to train responders. The Missouri Emergency Response Commission (MERC) was granted training funds under section 305a of the Emergency Planning and Community Right-to-Know Act (Title III or EPCRA). As in the past, the SEMA training section administered these grants for the MERC and coordinated all the training activities with the Department of Natural Resources and the Division of Fire Safety. SEMA sub-granted funds to the University of Missouri - Columbia's School of Extension. The UMC Fire and Rescue Training Institute and Law Enforcement Training Institute used these funds to train Missouri's First Responders in hazardous material awareness, response operations, pesticide spill response and the incident command system. SEMA's training program works with the federal, state and local agencies to provide quality hazardous materials response training.

The SEMA training program also supported other programs across the state. The training section provided personnel to support the Callaway Nuclear Plant exercises and supported local and state exercises. The training mission of SEMA includes the support of these programs and grows each year.

The Exercise Program for SEMA once again reports high performance levels. Eighty jurisdictions participated in over 100 exercises. More than 6,400 individuals were involved in the planning, delivery and evaluations of these activities. Scenarios included issues relating to national security, technological hazards and natural hazards. As part of the year's activities, 30 actual occurrences were reported involving over 2,500 response personnel.

**NATURAL AND TECHNOLOGICAL HAZARDS.** The new Natural and Technological Hazards (NTH) Branch, under the supervision of a branch chief consists of ten personnel working in some eight specialized emergency preparedness fields.

The branch is comprised of the following programs: the Missouri Earthquake Preparedness Program; the Radiological Emergency Preparedness (REP) Program; the Radiological Preparedness Planning and Development Program (RPP&D); the Radiological Maintenance and Calibration Program (RMC); and the Individual and Family Grant (IFG) Program for disaster assistance. Also included is the Disaster Preparedness Improvement Grant (DPIG) Program with the Federal Emergency Management Agency.

**PUBLIC INFORMATION.** The Public Affairs and Information Office serves as a comprehensive news and information service to present the varied activities of SEMA and related organizations to the public. The office provides technical expertise in the field of journalism - including interpretation, writing, and dissemination of information; photography, graphic arts; audio visual work; and knowledge of printing processes, to increase public awareness of the emergency management concept at federal, state, and local levels. A primary vehicle in carrying out this mission is publication of the SEMA newsletter. It contains news of activities by local emergency management and disaster preparedness directors, information about state and federal programs, and issues in the emergency management field. Circulation for the newsletter is about 1,200 to local directors, public officials, elected state officials, and other state agencies.

News releases are issued to address SEMA policies of emergency management and disaster activities quickly and accurately as events occur. Media interviews highlighting special SEMA programs help educate the public in the goals and methods of the agency.

In May 1993, SEMA Public Affairs joined with other state and federal agency staff to support emergency public information functions in response to severe flooding along the Mississippi River in eastern Missouri. Ultimately President Clinton declared eight Missouri counties as federal disaster areas, bringing a wide range of state and federal assistance programs to flood victims in this area. This Presidential Disaster Declaration in the spring of 1993 was the forerunner of the Great Flood of '93 in July and August.

SEMA Public Affairs relocated to a disaster field office in Earth City to disseminate news releases about the state and federal assistance programs.

In September 1992, the Public Affairs Officer was dispatched to Honolulu, Hawaii to assist in the federal response effort for Hurricane Iniki. Assistance was provided for emergency public information at the disaster field office in Honolulu for the first two weeks of September.



SEMA Public Affairs participated in a graded radiological exercise in FY 93 for the Callaway Nuclear Power Plant. A Joint Public Information Center (JPIC) was established in Jefferson City to support the exercise functions with other state agencies and the utility company.

**RADIOLOGICAL INSTRUMENTS/MAINTENANCE & CALIBRATION.** The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$78,219, with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 49,000 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in emergency response facilities, state and federal installations and bulk stored in all counties to support the public fallout shelter plans. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration and repair if necessary. They are repacked with new batteries and redistributed to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,900 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. RI/M&C personnel are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for instrument calibration and training. They are on loan to the state from the Federal Emergency Management Agency.

**RADIOLOGICAL PROTECTION PROGRAM (RPP).** The mission of the State Radiological Protection Program (RPP), known as Radiological Defense (RADEF), is to protect Missouri residents from the hazards of nuclear radiation exposure. This includes radiation from weapons detonation, accidental or intentional, or from peacetime incidents, i.e., transportation, hospitals, research laboratories, laboratories, etc.

Such mitigation is provided through pre-emergency planning and development of state and local Radiological Emergency Support Programs. Each local program includes capabilities for detection, measurement, analysis, and reporting radiological data resulting from weapon detonations or other radiologically complicated emergency situations. Missouri RPP has assisted one hundred sixty-seven (167) local jurisdictions, city, county or special district, to develop RADEF annexes to their Local Emergency Operations Plans as well as special response procedures (SOPs). These annexes are updated on a four-year cycle.

There have been several thousand persons trained in radiological monitoring during the last twenty-five years. Many are no longer in the program but new personnel are trained throughout the state each year. RPP has trained RADEF Officers, radiological emergency response personnel, and Radiological Program Instructors (levels I, II, and III) over the years to help meet local jurisdictions' needs. Twelve aerial radiological monitoring stations have been established, primarily through the Civil Air Patrol.

Dramatic changes have occurred in the world in recent years, such as destruction of the Berlin Wall and an overall reduced threat of nuclear conflict. These, along with the economy, make it hard for some jurisdictions to justify sending personnel for advanced radiological defense training. RPP is working with local emergency response personnel to overcome these detractors and develop certified advance program instructors to conduct local instruction.

**ALL HAZARD PLANNING.** Guidance and assistance is provided to state and local government agencies in the development and maintenance of emergency operation plans based on the Integrated Emergency Management System concept. Under this concept, the plans address hazards which have been determined to pose a significant threat to the citizens of Missouri and are based on two options for protection - evacuation and shelter.

**COMMUNICATIONS AND WARNING.** SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility provides daily communications for SEMA, and emergency communications for the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wire line or radio communications with local and federal agencies:

- (1) FEMA National Warning System (NAWAS)
- (2) FEMA National Teletypewriter System (FNATS)
- (3) FEMA National Radio System (FNARS)
- (4) State Highway Patrol Radio System
- (5) Missouri Uniform Law Enforcement System-Teletype (MULES)

- (6) Law Enforcement Point-to-Point Radio System
- (7) Sheriff's Mobile System
- (8) Statewide Mutual Aid Frequency
- (9) State National Guard Single Sideband Net
- (10) State Highway Department Radio System
- (11) Emergency Management Administrative Net
- (12) Radio Amateur Civil Emergency Service (RACES)
- (13) Amateur Radio Emergency Services (ARES)
- (14) Emergency Broadcast System Remote Broadcast Unit
- (15) Digital Laser Facsimile Telecopier (FAX) to transmit and receive images and printed documents by wire line or radio
- (16) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (17) Civil Air Patrol radio communications capability
- (18) State HF single sideband radio network consisting of State office and ten county or city emergency management stations within Missouri with long haul voice and teletype capability
- (19) Nuclear Power Plant radio repeater system at two sites
- (20) Data communication terminals using wire line and radio transmissions
- (21) Statewide administrative emergency 45.12 mobiles used by local jurisdictions
- (22) Corps of Engineers High Frequency Single Sideband radio for river and flood stage reporting
- (23) Transportable Very Small Aperture Satellite (VSAT) system connected to State telephone network to provide emergency "on the scene" communications with state/federal support agencies

Three communications/warning exercises were conducted in FY 93 to enhance operational readiness. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season while two exercises were in nuclear power plant planning.

**MOBILE EMERGENCY OPERATIONS CENTER.** SEMA maintains and operates a 14 foot step van as a mobile communications and command center. It has eight radio systems, including a VHF high band radio repeater with telephone interconnect, a low band to high band VHF repeater and is supported by a trailer mounted emergency power generator. The interior of the vehicle can be quickly configured to accommodate other radio systems. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

A major benefit of this unit is the use of the sixty-foot telescoping antenna tower to extend the range of the installed repeaters. SEMA field teams are able to range up to 20 miles from the communications van using hand held radios.

The Mobile Emergency Operating Center was used two times this year for training and public relations functions.

**MAINTENANCE AND SERVICES.** In accordance with federal law, the purpose of this program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides financial assistance in support of maintaining the operational readiness of alerting and warning systems, emergency communications systems, and emergency operating centers. The program provides 50 percent reimbursement funds to eligible subdivisions for allowable preventive maintenance and repair and replacement costs of emergency communications and warning systems and EOC equipment.

Federal funding provided for this program during FY 93 was \$113,933.00.

**WARNING AND COMMUNICATIONS SYSTEMS.** This program provides federal financial assistance to state and local governments to establish and upgrade communications and warning systems capabilities. When funds are available, the Federal Emergency Management Agency reimburses eligible local subdivisions 50 percent of the cost of such items as outdoor warning systems, cable TV warning systems, and area-wide communications systems.

Federal funding provided for this program during FY 93 was \$86,651.00.

**EMERGENCY OPERATING CENTERS.** Federal funding under this program assists state and local governments to develop Emergency Operating Centers to minimum standards. This includes the capability to direct and control those activities of government which are essential to save lives, protect property and restore government services in a major emergency. The Federal Emergency Management Agency provides 50 percent reimbursement funds to eligible subdivisions for allowable costs such as architect/engineer fees for design, life support systems, communications equipment for direction and control, electromagnetic pulse protection, and display equipment for an operations room.

In FY 93 construction continued on the new state emergency operations center.

**BUDGET.** SEMA was appropriated \$468,473.00 from state general revenue funds for fiscal period July 1, 1992 through June 30, 1993. These funds are used for state operating costs, as well as match monies for Federal Emergency Management Assistance programs.

	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$357,335.00	\$872,968.00	\$1,230,303.00
Expense & Equipment	<u>111,138.00</u>	<u>297,241.00</u>	<u>408,379.00</u>
	\$468,473.00	\$1,170,209.00	\$1,638,682.00

Total funds disbursed by this agency during the 1993 fiscal year July 1, 1992 through June 30, 1993, in support of various programs: \$4,220,751.00.

## **OFFICE OF AIR SEARCH AND RESCUE**

Created by the Missouri Legislature in 1979, this office is within the military division of the executive department, Office of the Adjutant General. The ex-officio head of the office is the Missouri Wing Commander of the Civil Air Patrol. The purpose of this office is to perform aerial and ground search and rescue, and disaster relief operations utilizing the personnel of the Missouri Wing Civil Air Patrol (CAP).

Missouri Wing CAP consists of approximately 964 volunteers, of which 501 are senior members and 463 are cadets, assigned to 39 units throughout the state. Missions performed include:

### Search and Rescue

- Locating missing and overdue aircraft
- Locating missing personnel

### Disaster Preparedness

- Establishing communications
- Aerial damage assessment
- Aerial transport of supplies, equipment, dog teams, etc.
- Assistance to American Red Cross
- Assistance to Salvation Army
- Temporary Flight Restricted Area Administration

### Drug Interdiction Program

- Support to Drug Enforcement Agency
- Support to U.S. Customs
- Support to U.S. Forestry Service

Search and Rescue missions are originated through the Air Force Rescue & Recovery Service at Scott AFB, Illinois, or through local sheriffs or other authorized officials.

Disaster Relief missions are originated by Air Force National Security Emergency Preparedness, Federal and State Emergency Management Agencies, and various counties through Memorandums of Understanding. National agreements are also in effect with the American Red Cross and Salvation Army.

During disasters, Civil Air Patrol will coordinate air traffic within Temporary Flight Restricted Areas for the Federal Aviation Administration. Coordination includes all civilian and military traffic.

Drug interdiction missions are authorized directly by the agencies involved.

In addition to actual missions, training exercises are held at the local and statewide level. Community exercises are held with SEMA annually.

Resource capability includes the following:

**Aircraft:**

- 4 CAP owned Cessna C172 IFR certified
- 1 CAP owned Cessna 182, Retractable, IFR certified
- 1 CAP owned Cessna 182, fixed gear, skylane, IFR certified
- 61 member owned aircraft, single and multi-engined, located throughout the state. Majority of these aircraft are radio equipped, Loran C, are DF capable, and many aircraft/crews are IFR certified. These aircraft can be rapidly dispatched to multiple mission sites.

**Communications:**

- 88 HF land stations, fixed and mobile
- 255 VHF FM stations, fixed and mobile
- 240 Stations operating on USAF authorized frequencies
  - 6 Fixed station VHF FM voice repeaters located in St. Louis, Kansas City, Jefferson City, Springfield, Sedalia, and Kirksville
- 11 Fixed VHF-FM digital repeaters
  - 3 Mobile VHF-FM repeaters capable of airborne operation
- 19 Direction Finding Units, hand held, for ELT search
- 11 Portable generators

**Vehicles:**

- 14 Corporate owned vehicles located throughout the state
- 110+ Member owned vehicles, ranging from sedans to 4-wheel drives

Most corporate and private vehicles have VHF radio capability.

**Personnel:**

Flight Crews - 233 licensed pilots/46 flight crews  
Ground Teams - 26 teams

**OASR Activity Summary FY 92**

ELT missions	14
Downed Aircraft Searches	2
Hours Flown	15.4
Sorties	9
Aircraft Used	9
Vehicles Used	23
Personnel Used	43
Man-Hours Volunteered	4816
Objectives Found	13
Total Savings to Missouri	\$22,876
Total Savings in Aircraft Hours	\$6,930

Total savings to Missouri at nominal expense rates \$29,806

COMMUNITY ECONOMIC IMPACT FOR FY 93

CITY	TOTAL STATE ECONOMIC	TOTAL FED ECONOMIC	TOTAL STATE & FED
ALBANY	\$17,447	\$527,352	\$544,799
ALGOA	\$3,812,108	\$15,107,751	\$18,919,859
ANDERSON	\$10,831	\$487,418	\$498,249
AURORA	\$14,608	\$2,919,921	\$2,934,529
BERNIE	\$10,388	\$227,916	\$238,304
BOONVILLE	\$15,219	\$245,185	\$260,404
CAMP CLARK	\$35,993	\$3,346,975	\$3,382,968
CAPE GIRARDEAU	\$33,278	\$2,935,635	\$2,968,913
CARROLLTON	\$16,206	\$370,270	\$386,476
CARTHAGE	\$16,536	\$737,670	\$754,206
CARUTHERSVILLE	\$11,223	\$229,390	\$240,613
CENTERTOWN	\$11,187	\$458,562	\$469,749
CHARLESTON	\$11,482	\$194,875	\$206,357
CHILLICOTHE	\$21,256	\$295,681	\$316,937
CLINTON	\$22,117	\$570,598	\$592,715
COLUMBIA	\$23,970	\$1,056,534	\$1,080,504
DE SOTO	\$18,018	\$355,112	\$373,130
DEXTER	\$15,951	\$868,854	\$884,805
DONIPHAN	\$10,018	\$131,171	\$141,189
ELDON	\$15,174	\$499,199	\$514,373
FARMINGTON	\$14,872	\$581,580	\$596,452
FESTUS	\$33,055	\$937,568	\$970,623
FREDERICKTOWN	\$12,016	\$326,527	\$338,543
FULTON	\$28,733	\$872,439	\$901,172
FT LEONARD WOOD	\$0	\$318,794	\$318,794
HANNIBAL	\$23,434	\$1,141,430	\$1,164,864
HARRISONVILLE	\$14,243	\$1,038,466	\$1,052,709
HOUSTON	\$37,045	\$245,453	\$282,498
INDEPENDENCE	\$14,751	\$275,678	\$290,429
JACKSON	\$8,508	\$382,748	\$391,256
JEFFERSON BKS (ARNG)	\$225,501	\$6,308,895	\$6,534,396
JEFFERSON BKS (ANG)	\$89,098	\$6,363,856	\$6,452,954
JEFFERSON CITY	\$1,532,431	\$24,838,817	\$26,371,248
JEFFERSON CITY (ANG)	\$0	\$1,215,303	\$1,215,303
JOPLIN	\$25,684	\$1,801,466	\$1,827,150
KANSAS CITY	\$184,108	\$5,575,662	\$5,759,770
KENNET	\$12,407	\$395,146	\$407,553
KIRKSVILLE	\$19,960	\$399,961	\$419,921
LAMAR	\$8,355	\$371,555	\$379,910
LEBANON	\$15,020	\$598,025	\$613,045
LEXINGTON	\$34,833	\$1,906,710	\$1,941,543
MACON	\$16,245	\$758,079	\$774,324
MARSHALL	\$12,432	\$761,356	\$773,788
MARYVILLE	\$17,132	\$744,199	\$761,331



MEXICO	\$17,654	\$770,540	\$788,194
MOBERLY	\$23,116	\$456,473	\$479,589
MONETT	\$11,153	\$467,320	\$478,473
MTN GROVE	\$13,566	\$980,721	\$994,287
NEOSHO	\$27,859	\$2,146,210	\$2,174,069
NEVADA	\$3,831	\$657,371	\$661,202
OSAGE BEACH	\$8,164	\$209,139	\$217,303
PERRYVILLE	\$15,575	\$378,476	\$394,051
PIERCE CITY	\$5,920	\$419,910	\$425,830
POPLAR BLUFF	\$18,356	\$2,617,838	\$2,636,194
PORTAGEVILLE	\$11,369	\$239,304	\$250,673
RAYTOWN	\$44	\$538,943	\$538,987
RICHMOND	\$9,638	\$250,505	\$260,143
ROLLA	\$207,406	\$1,211,209	\$1,418,615
SALEM	\$16,499	\$540,465	\$556,964
SAVANAH	\$4,998	\$259,105	\$264,103
SEDALIA	\$17,541	\$1,279,234	\$1,296,775
SIKESTON	\$15,115	\$348,281	\$363,396
SPRINGFIELD (AR)	\$36,459	\$4,620,614	\$4,657,073
SPRINGFIELD (AV)	\$14,657	\$34,462,370	\$34,477,027
ST. CLAIR	\$16,454	\$981,446	\$997,900
ST. JOSEPH (ARNG)	\$98,765	\$1,914,768	\$2,013,533
ST. JOSEPH (ANG)	\$82,365	\$29,883,271	\$29,965,636
ST. LOUIS (LAMBERT)	\$227,640	\$27,803,409	\$28,031,049
TRENTON	\$23,737	\$603,311	\$627,048
WARRENSBURG	\$16,968	\$5,698,237	\$5,715,205
WARRENTON	\$20,224	\$897,544	\$917,768
WEBB CITY	\$12,487	\$358,397	\$370,884
WENTZVILLE	\$13,670	\$590,576	\$604,246
WEST PLAINS	\$14,822	\$342,986	\$357,808
WHITEMAN AFB	\$0	\$3,448,955	\$3,448,955
TOTAL	\$7,528,925	\$215,102,710	\$222,631,635

NUMBER OF NATIONAL GUARDSMEN BY COMMUNITY FOR FY 93

CITY	NUMBER OF GUARDSMEN (SEP 93)	AGRs	TECH	TOTAL FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
ALBANY	98	2	1	3	0.5	3.5	28.0
ALGOA (JC)	14	19	87	106	7.0	113.0	116.5
ANDERSON	71	2	1	3	0.5	3.5	21.3
AURORA	151	10	1	11	0.5	11.5	49.3
BERNIE	56	1	1	2	0.5	2.5	16.5
BOONVILLE	67	2	0	2	0.5	2.5	19.3
CAMP CLARK	99	4	16	20	14.0	34.0	58.8
CAPE GIRARDEAU	240	17	20	37	2.0	39.0	99.0
CARROLLTON	46	3	0	3	0.5	3.5	15.0
CARTHAGE	140	3	1	4	0.4	4.4	39.4
CARUTHERSVILLE	38	1	1	2	0.5	2.5	12.0
CENTERTOWN	48	2	0	2	2.0	4.0	16.0
CHARLESTON	32	1	0	1	0.3	1.3	9.3
CHILLICOTHE	93	2	0	2	0.5	2.5	25.8
CLINTON	108	4	0	4	0.5	4.5	31.5
COLUMBIA	122	10	2	12	0.5	12.5	43.0
DESOTO	79	2	0	2	0.5	2.5	22.3
DEXTER	125	5	0	5	0.4	5.4	36.7
DONIPHAN	48	2	1	3	0.5	3.5	15.5
ELDON	65	3	0	3	0.5	3.5	19.8
FARMINGTON	134	3	1	4	0.5	4.5	38.0
FESTUS	212	5	9	14	1.0	15.0	68.0
FREDERICKTOWN	57	1	1	2	0.5	2.5	16.8
FULTON	63	10	3	13	1.0	14.0	29.8
FT. LEONARD WOOD	0	10	0	10	1.0	11.0	11.0
HANNIBAL	175	4	1	5	0.5	5.5	49.3
HARRISONVILLE	153	4	4	8	0.5	8.5	46.8
HOUSTON	35	2	0	2	0.5	2.5	11.3
INDEPENDENCE	87	2	0	2	0.5	2.5	24.3
JACKSON	191	2	0	2	0.3	2.3	50.1
JEFFERSON BKS (ARNG)	332	29	26	55	8.4	63.4	146.4
JEFFERSON BKS (ANG)	456	13	45	58	13.0	71.0	185.0
JEFFERSON CITY	1035	95	207	302	99.5	401.5	660.3
JEFFERSON CITY (ANG)	32	8	10	18	0.0	18.0	26.0
JOPLIN	151	8	3	11	0.8	11.8	49.5
KANSAS CITY	682	37	8	45	5.5	50.5	221.0
KENNETT	50	3	0	3	0.5	3.5	16.0
KIRKSVILLE	100	4	0	4	0.5	4.5	29.5
LAMAR	64	1	1	2	0.5	2.5	18.5
LEBANON	79	5	0	5	0.5	5.5	25.3
LEXINGTON	237	16	1	17	1.0	18.0	77.3
MACON	115	3	1	4	1.5	5.5	34.3
MARSHALL	84	3	10	13	0.5	13.5	34.5
MARYVILLE	89	11	1	12	0.6	12.6	34.9
MEXICO	68	2	11	13	0.5	13.5	30.5
MOBERLY	97	3	1	4	0.5	4.5	28.8
MONETT	79	2	0	2	0.8	2.8	22.6

MTN GROVE	71	7	3	10	0.5	10.5	28.3
NEOSHO	72	2	22	24	4.3	28.3	46.3
NEVADA	82	5	0	5	0.5	5.5	26.0
OSAGE BEACH	45	1	0	1	0.5	1.5	12.8
PERRYVILLE	84	3	0	3	0.5	3.5	24.5
PIERCE CITY	69	1	1	2	0.3	2.3	19.6
POPLAR BLUFF	125	15	11	26	0.5	26.5	57.8
PORTAGEVILLE	47	1	1	2	0.3	2.3	14.1
RAYTOWN	0	0	15	15	0.0	15.0	15.0
RICHMOND	48	3	0	3	0.4	3.4	15.4
ROLLA	125	4	10	14	0.0	14.0	45.3
ST CLAIR	133	7	3	10	0.5	10.5	43.8
ST JOSEPH (ARNG)	173	10	11	21	1.0	22.0	65.3
ST JOSEPH (ANG)	903	71	176	247	55.7	302.7	528.5
ST LOUIS (LAMBERT)	1365	64	288	352	54.0	406.0	747.3
SALEM	41	4	1	5	0.5	5.5	15.8
SAVANAH	54	2	0	2	0.3	2.3	15.8
SEDALIA	127	7	5	12	0.5	12.5	44.3
SIKESTON	60	3	0	3	0.5	3.5	18.5
SPRINGFIELD (AR)	665	29	6	35	1.5	36.5	202.8
SPRINGFIELD (AV)	0	20	105	125	8.0	133.0	133.0
TRENTON	80	2	7	9	0.7	9.7	29.7
WARRENSBURG	252	21	0	21	1.5	22.5	85.5
WARRENTON	108	4	0	4	0.5	4.5	31.5
WEBB CITY	60	2	0	2	0.5	2.5	17.5
WENTZVILLE	113	4	0	4	0.2	4.2	32.5
WEST PLAINS	65	2	0	2	0.4	2.4	18.7
WHITEMAN AFB	0	0	40	40	0.0	40.0	40.0
TOTALS	11564	675	1181	1856	307.5	2163.5	5054.5

PAY BY COMMUNITY FOR FY 93

CITY	STATE PAY	M-DAY PAY	AGR PAY	TECH PAY	TOTAL FED PAY	TOTAL PAY STATE & FED
ALBANY	\$4,486	\$326,989	\$64,707	\$25,064	\$416,760	\$421,240
ALGOA	\$72,764	\$255,372	\$788,281	\$2,269,926	\$3,313,579	\$3,386,343
ANDERSON	\$5,589	\$375,930	\$67,327	\$31,696	\$474,953	\$480,542
AURORA	\$5,211	\$822,125	\$313,735	\$28,448	\$1,164,308	\$1,169,519
BERNIE	\$4,192	\$162,169	\$30,355	\$20,988	\$213,512	\$217,704
BOONVILLE	\$2,848	\$182,642	\$56,654	\$0	\$239,296	\$242,044
CAMP CLARK	\$5,001	\$973,874	\$123,782	\$436,856	\$1,534,512	\$1,539,513
CAPE GIRARDEAU	\$11,187	\$1,382,782	\$563,500	\$532,600	\$2,478,882	\$2,490,069
CARROLLTON	\$5,826	\$246,671	\$87,729	\$0	\$334,400	\$340,226
CARTHAGE	\$3,769	\$602,610	\$89,212	\$27,640	\$719,462	\$723,231
CARUTHERSVILLE	\$4,112	\$157,622	\$30,355	\$35,100	\$223,077	\$227,189
CENTERTOWN	\$11,187	\$323,480	\$57,546	\$0	\$381,026	\$392,213
CHARLESTON	\$2,790	\$163,968	\$27,443	\$0	\$191,411	\$194,201
CHILLICOTHE	\$4,486	\$232,581	\$58,837	\$0	\$291,418	\$295,904
CLINTON	\$4,472	\$468,471	\$89,962	\$0	\$558,433	\$562,905
COLUMBIA	\$4,486	\$560,699	\$294,580	\$66,728	\$922,007	\$926,493
DE SOTO	\$4,486	\$291,716	\$53,692	\$0	\$345,408	\$349,894
DEXTER	\$3,204	\$502,989	\$160,419	\$0	\$663,408	\$666,612
DONIPHAN	\$4,486	\$9,074	\$60,842	\$27,640	\$97,556	\$102,042
ELDON	\$4,486	\$396,791	\$85,272	\$0	\$482,063	\$486,549
FARMINGTON	\$4,486	\$432,320	\$96,608	\$30,652	\$559,580	\$564,066
FESTUS	\$8,929	\$464,318	\$173,542	\$290,812	\$928,672	\$937,601
FREDERICKTOWN	\$4,695	\$195,045	\$67,382	\$30,600	\$293,027	\$297,722
FULTON	\$11,460	\$381,696	\$356,815	\$77,124	\$815,635	\$827,095
FT LEONARD WOOD	\$0	\$0	\$318,794	\$0	\$318,794	\$318,794
HANNIBAL	\$4,486	\$767,854	\$135,024	\$35,100	\$937,978	\$942,464
HARRISONVILLE	\$4,486	\$519,335	\$122,077	\$142,160	\$783,572	\$788,058
HOUSTON	\$3,462	\$186,346	\$56,554	\$0	\$242,900	\$246,362
INDEPENDENCE	\$4,486	\$206,883	\$65,910	\$0	\$272,793	\$277,279
JACKSON	\$1,580	\$319,772	\$53,296	\$0	\$373,068	\$374,648
JEFFERSON BKS (ARNG)	\$57,571	\$3,591,988	\$1,034,236	\$887,820	\$5,514,044	\$5,571,615
JEFFERSON BKS (ANG)	\$89,098	\$2,307,488	\$414,432	\$2,101,341	\$4,823,261	\$4,912,359
JEFFERSON CITY (ARNG)	\$1,034,284	\$7,864,140	\$3,585,464	\$7,356,082	\$18,805,686	\$19,839,700
JEFFERSON CITY (ANG)	\$0	\$160,493	\$255,036	\$466,965	\$882,494	\$882,994
JOPLIN	\$6,942	\$1,016,532	\$271,059	\$81,524	\$1,369,115	\$1,376,057
KANSAS CITY	\$80,843	\$3,526,443	\$1,298,596	\$281,780	\$5,106,819	\$5,187,662
KENNET	\$3,809	\$255,520	\$90,282	\$0	\$345,802	\$349,611
KIRKSVILLE	\$4,486	\$257,822	\$125,540	\$0	\$383,362	\$387,848
LAMAR	\$4,486	\$308,843	\$26,182	\$26,812	\$361,837	\$366,323
LEBANON	\$6,532	\$369,765	\$148,582	\$0	\$518,347	\$524,879
LEXINGTON	\$9,309	\$1,116,842	\$571,023	\$29,936	\$1,717,801	\$1,727,110
MACON	\$4,486	\$606,733	\$100,067	\$24,208	\$731,008	\$735,494
MARSHALL	\$4,486	\$268,924	\$98,394	\$375,104	\$742,422	\$746,908
MARYVILLE	\$5,233	\$339,690	\$359,949	\$26,824	\$726,463	\$731,796

MEXICO	\$4,486	\$241,814	\$67,000	\$345,604	\$654,418	\$658,904
MOBERLY	\$4,486	\$329,757	\$85,864	\$14,000	\$429,621	\$434,107
MONETT	\$6,364	\$395,902	\$64,100	\$0	\$460,002	\$466,366
MTN GROVE	\$4,490	\$361,976	\$247,555	\$107,040	\$716,571	\$721,061
NEOSHO	\$2,763	\$327,646	\$64,854	\$644,716	\$1,037,216	\$1,039,979
NEVADA	\$179	\$481,106	\$162,514	\$0	\$643,620	\$643,799
OSAGE BEACH	\$4,486	\$175,551	\$30,600	\$0	\$206,151	\$210,637
PERRYVILLE	\$4,486	\$283,360	\$90,282	\$0	\$373,642	\$378,128
PIERCE CITY	\$2,510	\$348,842	\$30,600	\$28,448	\$407,890	\$410,400
POPLAR BLUFF	\$4,112	\$837,832	\$487,338	\$298,212	\$1,623,382	\$1,627,494
PORTAGEVILLE	\$2,301	\$173,776	\$30,600	\$28,216	\$232,592	\$234,893
RAYTOWN	\$0	\$0	\$0	\$457,624	\$457,624	\$457,624
RICHMOND	\$3,204	\$157,800	\$90,282	\$0	\$248,082	\$251,286
ROLLA	\$0	\$520,626	\$137,711	\$256,436	\$914,773	\$914,773
SALEM	\$4,468	\$267,987	\$118,831	\$26,008	\$412,826	\$417,294
SAVANAH	\$3,204	\$191,730	\$56,782	\$0	\$248,512	\$251,716
SEDALIA	\$4,486	\$793,955	\$266,438	\$125,820	\$1,186,213	\$1,190,699
SIKESTON	\$4,486	\$252,772	\$85,769	\$0	\$338,541	\$343,027
SPRINGFIELD (AR)	\$2,748	\$3,292,596	\$879,706	\$191,787	\$4,364,089	\$4,366,837
SPRINGFIELD (AV)	\$14,657	\$0	\$651,992	\$3,356,281	\$4,008,273	\$4,022,930
ST. CLAIR	\$4,423	\$596,270	\$231,529	\$90,408	\$918,207	\$922,630
ST. JOSEPH (ARNG)	\$1,479	\$1,007,340	\$354,119	\$372,544	\$1,734,003	\$1,735,482
ST. JOSEPH (ANG)	\$82,365	\$10,009,450	\$2,688,000	\$8,042,580	\$20,740,030	\$20,822,395
ST. LOUIS (LAMBERT)	\$101,480	\$6,907,282	\$2,124,569	\$13,448,580	\$22,480,431	\$22,581,911
TRENTON	\$6,408	\$303,913	\$64,100	\$212,656	\$580,669	\$587,077
WARRENSBURG	\$4,341	\$1,760,299	\$747,981	\$0	\$2,508,280	\$2,512,621
WARRENTON	\$4,486	\$364,072	\$244,604	\$129,434	\$738,110	\$742,596
WEBB CITY	\$4,860	\$291,797	\$56,782	\$0	\$348,579	\$353,439
WENTZVILLE	\$1,780	\$378,402	\$148,170	\$0	\$526,572	\$528,352
WEST PLAINS	\$3,204	\$247,639	\$59,682	\$0	\$307,321	\$310,525
WHITEMAN AFB	\$0	\$0	\$0	\$1,639,856	\$1,639,856	\$1,639,856
TOTAL	\$1,821,445	\$65,204,839	\$23,297,428	\$45,583,780	\$134,086,047	\$135,907,492

# CAPITAL EXPENDITURES BY COMMUNITY FOR FY 93

	STATE CONSTRUCTION	FEDERAL CONSTRUCTION
ALBANY	\$4,500.00	\$0.00
ALGOA	\$3,739,344.00	\$9,458,280.00
AURORA	\$48.00	\$0.00
BOONEVILLE	\$0.00	\$3,915.00
CAMP CLARK	\$20,992.00	\$0.00
CAPE GIRARDEAU	\$522.00	\$0.00
CARTHAGE	\$70.00	\$0.00
CLINTON	\$4,647.00	\$0.00
COLUMBIA	\$8,464.00	\$0.00
FESTUS	\$780.00	\$1,501.00
FT CROWDER	\$20,534.00	\$512,776.00
FULTON	\$1,472.00	\$0.00
HARRISONVILLE	\$1,708.00	\$112,275.00
JEFFERSON BARRACKS	\$2,513.00	\$0.00
JEFFERSON CITY	\$37,216.00	\$0.00
KIRKSVILLE	\$250.00	\$0.00
MACON	\$384.00	\$0.00
MARSHALL	\$44.00	\$0.00
MOBERLY	\$70.00	\$0.00
RAYTOWN	\$44.00	\$0.00
ROLLA	\$196,699.00	\$0.00
SPRINGFIELD	\$540.00	\$0.00
ST JOSEPH	\$576.00	\$0.00
WAPPAPPELLO	\$113.00	\$0.00
WELDON SPRINGS	\$675.00	\$0.00
WHITEMAN AFB	\$0.00	\$169,243.00
TOTAL	\$4,042,205.00	\$10,257,990.00

# POLITICAL DIVISIONS BY COMMUNITY

CITY	COUNTY	US CONGRESSIONAL DISTRICT	STATE SENATE DISTRICT	STATE LEGISLATIVE DISTRICT
ALBANY	Gentry	6	12	5
ALGOA (JC)	Cole	4	6	113
ANDERSON	McDonald	7	32	130
AURORA	Lawrence	7	28	133
BERNIE	Stoddard	8	25	163
BOONVILLE	Cooper	6	6	117
CAPE GIRARDEAU	Cape Girardeau	8	27	158
CARROLLTON	Carroll	6	12	7
CARTHAGE	Jasper	7	32	126
CARUTHERSVILLE	Pemiscot	8	25	162
CENTERTOWN	Cole	4	6	114
CHARLESTON	Mississippi	8	27	161
CHILLICOTHE	Livingston	6	12	7
CLINTON	Henry	4	31	120
COLUMBIA	Boone	9	19	23
DESOTO	Jefferson	3	20	104
DEXTER	Stoddard	8	25	159
DONIPHAN	Ripley	8	20	153
ELDON	Miller	4	6	115
FARMINGTON	St Francios	8	20	106
FESTUS	Jefferson	3	22	103
FREDERICKTOWN	Madison	8	27	106
FT LEONARD WOOD	Pulaski	4	33	147
FULTON	Callaway	9	16	20
HANNIBAL	Marion	9	18	10
HARRISONVILLE	Cass	4	31	124
HOUSTON	Texas	8	16	147
INDEPENDENCE	Jackson	5	11	49
JACKSON	Cape Girardeau	8	27	158
JEFFERSON BKS	St. Louis	3	1	96
JEFFERSON CITY	Cole	4	6	114
JOPLIN	Jasper	7	32	129
KANSAS CITY	Jackson	5	9	50
KENNETT	Dunklin	8	25	163
KIRKSVILLE	Adair	9	18	2
LAMAR	Barton	7	28	126
LEBANON	Laclede	4	33	146
LEXINGTON	Lafayette	4	21	122
MACON	Macon	9	18	8
MARSHALL	Saline	4	21	26
MARYVILLE	Nodaway	6	12	4
MEXICO	Audrain	9	18	21
MOBERLY	Randolph	9	19	22
MONETT	Barry	7	29	132
MOUNTAIN GROVE	Wright	8	33	144
NEOSHO	Newton	7	32	130

NEVADA	Vernon	4	28	126
CAMP CLARK	Vernon	4	28	125
OSAGE BEACH	Miller	4	6	115
PERRYVILLE	Perry	8	27	155
PIERCE CITY	Lawrence	7	28	132
POPLAR BLUFF	Butler	8	25	154
PORTAGEVILLE	New Madrid	8	25	161
RAYTOWN	Jackson	5	10	56
RICHMOND	Ray	6	21	36
ROLLA	Phelps	8	16	149
ST CLAIR	Franklin	9	26	110
ST JOSEPH	Buchanan	6	34	28
ST LOUIS (LAMBERT)	St Louis	2	24	79
SALEM	Dent	8	16	150
SAVANAH	Andrew	6	34	5
SEDALIA	Petis	4	21	118
SIKESTON	Scott	8	25	160
SPRINGFIELD (AR)	Greene	7	30	138
SPRINGFIELD (AV)	Greene	7	30	139
TRENTON	Grundy	6	12	3
WARRENSBURG	Johnson	4	31	121
WARRENTON	Warren	9	2	19
WEBB CITY	Jasper	7	32	127
WENTZVILLE	St Charles	9	23	13
WEST PLAINS	Howell	8	29	151
WHITEMAN AFB	Johnson	4	31	121



**CONGRESSIONAL ECONOMIC IMPACT FOR FY 93**

	<b>TOTAL STATE</b>	<b>TOTAL FEDERAL</b>	<b>TOTAL STATE &amp; FED</b>
<b>2</b>	<b>\$227,640</b>	<b>\$27,803,409</b>	<b>\$28,031,049</b>
<b>3</b>	<b>\$365,672</b>	<b>\$13,965,431</b>	<b>\$14,331,103</b>
<b>4</b>	<b>\$5,552,042</b>	<b>\$61,953,492</b>	<b>\$67,505,534</b>
<b>5</b>	<b>\$198,903</b>	<b>\$6,390,283</b>	<b>\$6,589,186</b>
<b>6</b>	<b>\$306,763</b>	<b>\$35,093,647</b>	<b>\$35,400,410</b>
<b>7</b>	<b>\$184,549</b>	<b>\$48,792,851</b>	<b>\$48,977,400</b>
<b>8</b>	<b>\$489,896</b>	<b>\$13,178,575</b>	<b>\$13,668,471</b>
<b>9</b>	<b>\$203,460</b>	<b>\$7,925,022</b>	<b>\$8,128,482</b>
<b>TOTAL</b>	<b>\$7,528,925</b>	<b>\$215,102,710</b>	<b>\$222,631,635</b>

NUMBER OF NATIONAL GUARDSMEN BY CONGRESSIONAL DISTRICT FOR FY 93

US CONG DIST	NUMBER OF GUARDSMEN (SEP 93)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
2	1,365.00	352.00	54.00	406.00	747.25
3	1,079.00	129.00	22.90	151.90	421.65
4	2,460.00	587.00	130.00	717.00	1,332.00
5	769.00	62.00	6.00	68.00	260.25
6	1,651.00	304.00	60.70	364.70	777.45
7	1,522.00	221.00	18.10	239.10	619.60
8	1,624.00	128.00	9.70	137.70	543.70
9	1,094.00	73.00	6.20	79.20	352.70
TOTAL	11,564.00	1,856.00	307.60	2,163.60	5,054.60

**PAY BY U.S. CONGRESSIONAL DISTRICT FOR FY 93**

<b>DISTRICT</b>	<b>STATE PAY</b>	<b>FEDERAL PAY</b>	<b>TOTAL PAY STATE &amp; FED</b>
2	\$101,480	\$22,480,431	\$22,581,911
3	\$160,084	\$11,611,385	\$11,771,469
4	\$1,170,499	\$36,222,849	\$37,393,348
5	\$85,329	\$5,837,236	\$5,922,565
6	\$119,539	\$25,559,633	\$25,679,172
7	\$59,899	\$14,715,724	\$14,775,623
8	\$75,550	\$10,601,871	\$10,677,421
9	\$49,065	\$7,056,918	\$7,105,983
<b>TOTAL</b>	<b>\$1,821,445</b>	<b>\$134,086,047</b>	<b>\$135,907,492</b>

# ECONOMIC IMPACT BY SENATORIAL DISTRICT FOR FY 93

SENATE DISTRICT	STATE ECONOMIC	FEDERAL ECONOMIC	TOTAL ECON STATE & FED
1	\$314,599	\$12,672,751	\$12,987,350
2	\$20,224	\$897,544	\$917,768
6	\$5,394,283	\$42,573,956	\$47,968,239
9	\$184,108	\$5,575,662	\$5,759,770
10	\$44	\$538,943	\$538,987
11	\$14,751	\$275,678	\$290,429
12	\$95,778	\$2,540,813	\$2,636,591
16	\$289,683	\$2,869,566	\$3,159,249
18	\$77,293	\$3,070,010	\$3,147,303
19	\$47,086	\$1,513,007	\$1,560,093
20	\$42,908	\$1,067,863	\$1,110,771
21	\$74,444	\$4,197,805	\$4,272,249
22	\$33,055	\$937,568	\$970,623
23	\$13,670	\$590,576	\$604,246
24	\$227,640	\$27,803,409	\$28,031,049
25	\$94,809	\$4,926,729	\$5,021,538
26	\$16,454	\$981,446	\$997,900
27	\$80,859	\$4,218,261	\$4,299,120
28	\$68,707	\$7,715,732	\$7,784,439
29	\$25,975	\$810,306	\$836,281
30	\$51,116	\$39,082,984	\$39,134,100
31	\$53,328	\$10,756,256	\$10,809,584
32	\$93,397	\$5,531,161	\$5,624,558
33	\$28,586	\$1,897,540	\$1,926,126
34	\$186,128	\$32,057,144	\$32,243,272
TOTAL	\$7,528,925	\$215,102,710	\$222,631,635

NUMBER OF NATIONAL GUARDSMEN BY SENATORIAL DISTRICT FOR FY 93

STATE SENATE DISTRICT	NUMBER OF GUARDSMEN (SEP 93)	FULLTIME FEDERAL EMPLOYEES	FULLTIME STATE EMPLOYEES	TOTAL FULLTIME EMPLOYEES	TOTAL FULLTIME EQUIVALENT
1	788.00	113.00	21.40	134.40	331.40
2	108.00	4.00	0.50	4.50	31.50
6	1,306.00	434.00	110.00	544.00	870.50
9	682.00	45.00	5.50	50.50	221.00
10	0.00	15.00	0.00	15.00	15.00
11	87.00	2.00	0.50	2.50	24.25
12	406.00	29.00	2.80	31.80	133.30
16	264.00	34.00	2.00	36.00	102.00
18	458.00	26.00	3.00	29.00	143.50
19	219.00	16.00	1.00	17.00	71.75
20	261.00	9.00	1.50	10.50	75.75
21	496.00	45.00	2.40	47.40	171.40
22	212.00	14.00	1.00	15.00	68.00
23	113.00	4.00	0.20	4.20	32.45
24	1,365.00	352.00	54.00	406.00	747.25
25	501.00	43.00	3.20	46.20	171.45
26	133.00	10.00	0.50	10.50	43.75
27	604.00	45.00	3.60	48.60	199.60
28	465.00	40.00	15.80	55.80	172.05
29	144.00	4.00	1.20	5.20	41.20
30	665.00	160.00	9.50	169.50	335.75
31	513.00	73.00	2.50	75.50	203.75
32	494.00	44.00	6.50	50.50	174.00
33	150.00	25.00	2.00	27.00	64.50
34	1,130.00	270.00	57.00	327.00	609.50
TOTAL	11,564.00	1,856.00	307.60	2,163.60	5,054.60

# PAY BY SENATORIAL DISTRICT FOR FY 93

SENATE DISTRICT	STATE PAY	FEDERAL PAY	TOTAL PAY STATE & FED
1	\$146,669	\$10,337,305	\$10,483,974
2	\$4,486	\$738,110	\$742,596
6	\$1,130,055	\$24,310,295	\$25,440,350
9	\$80,843	\$5,106,819	\$5,187,662
10	\$0	\$457,624	\$457,624
11	\$4,486	\$272,793	\$277,279
12	\$26,439	\$2,349,710	\$2,376,149
16	\$19,390	\$2,386,134	\$2,405,524
18	\$17,944	\$2,706,766	\$2,724,710
19	\$8,972	\$1,351,628	\$1,360,600
20	\$13,458	\$1,002,544	\$1,016,002
21	\$21,485	\$3,894,518	\$3,916,003
22	\$8,929	\$928,672	\$937,601
23	\$1,780	\$526,572	\$528,352
24	\$101,480	\$22,480,431	\$22,581,911
25	\$26,216	\$3,640,314	\$3,666,530
26	\$4,423	\$918,207	\$922,630
27	\$24,738	\$3,710,030	\$3,734,768
28	\$17,387	\$4,112,167	\$4,129,554
29	\$9,568	\$767,323	\$776,891
30	\$17,405	\$8,372,362	\$8,389,767
31	\$13,299	\$5,490,141	\$5,503,440
32	\$23,923	\$3,949,325	\$3,973,248
33	\$11,022	\$1,553,712	\$1,564,734
34	\$87,048	\$22,722,545	\$22,809,593
TOTAL	\$1,821,445	\$134,086,047	\$135,907,492

# ECONOMIC IMPACT BY STATE LEGISLATIVE DISTRICT FOR FY 93

LEGISLATIVE DISTRICT	STATE ECONOMIC	FEDERAL ECONOMIC	TOTAL ECON STATE & FED
2	\$19,960	\$399,961	\$419,921
3	\$23,737	\$603,311	\$627,048
4	\$17,132	\$744,199	\$761,331
5	\$22,445	\$786,457	\$808,902
7	\$37,462	\$665,951	\$703,413
8	\$16,245	\$758,079	\$774,324
10	\$23,434	\$1,141,430	\$1,164,864
13	\$13,670	\$590,576	\$604,246
19	\$20,224	\$897,544	\$917,768
20	\$28,733	\$872,439	\$901,172
21	\$17,654	\$770,540	\$788,194
22	\$23,116	\$456,473	\$479,589
23	\$23,970	\$1,056,534	\$1,080,504
26	\$12,432	\$761,356	\$773,788
28	\$181,130	\$31,798,039	\$31,979,169
36	\$9,638	\$250,505	\$260,143
49	\$14,751	\$275,678	\$290,429
50	\$184,108	\$5,575,662	\$5,759,770
56	\$44	\$538,943	\$538,987
79	\$227,640	\$27,803,409	\$28,031,049
96	\$314,599	\$12,672,751	\$12,987,350
103	\$33,055	\$937,568	\$970,623
104	\$18,018	\$355,112	\$373,130
106	\$26,888	\$908,107	\$934,995
110	\$16,454	\$981,446	\$997,900
113	\$3,812,108	\$15,107,751	\$18,919,859
114	\$1,543,618	\$26,512,682	\$28,056,300
115	\$23,338	\$708,338	\$731,676
117	\$15,219	\$245,185	\$260,404
118	\$17,541	\$1,279,234	\$1,296,775
120	\$22,117	\$570,598	\$592,715
121	\$16,968	\$9,147,192	\$9,164,160
122	\$34,833	\$1,906,710	\$1,941,543
124	\$14,243	\$1,038,466	\$1,052,709
125	\$35,993	\$3,346,975	\$3,382,968
126	\$28,722	\$1,766,596	\$1,795,318
127	\$12,487	\$358,397	\$370,884
129	\$25,684	\$1,801,466	\$1,827,150
130	\$38,690	\$2,633,628	\$2,672,318
132	\$17,073	\$887,230	\$904,303
133	\$14,608	\$2,919,921	\$2,934,529
138	\$36,459	\$4,620,614	\$4,657,073
139	\$14,657	\$34,462,370	\$34,477,027
144	\$13,566	\$980,721	\$994,287

146	\$15,020	\$598,025	\$613,045
147	\$37,045	\$564,247	\$601,292
149	\$207,406	\$1,211,209	\$1,418,615
150	\$16,499	\$540,465	\$556,964
151	\$14,822	\$342,986	\$357,808
153	\$10,018	\$131,171	\$141,189
154	\$18,356	\$2,617,838	\$2,636,194
155	\$15,575	\$378,476	\$394,051
158	\$41,786	\$3,318,383	\$3,360,169
159	\$15,951	\$868,854	\$884,805
160	\$15,115	\$348,281	\$363,396
161	\$22,851	\$434,179	\$457,030
162	\$11,223	\$229,390	\$240,613
163	\$22,795	\$623,062	\$645,857
TOTAL	\$7,528,925	\$215,102,710	\$222,631,635



**NUMBER OF NATIONAL GUARDSMEN BY LEGISLATIVE DISTRICT FOR FY 93**

<b>STATE LEGISLATIVE DISTRICT</b>	<b>NUMBER OF GUARDSMEN (SEP 93)</b>	<b>FULLTIME FEDERAL EMPLOYEES</b>	<b>FULLTIME STATE EMPLOYEES</b>	<b>TOTAL FULLTIME EMPLOYEES</b>	<b>TOTAL FULLTIME EQUIVALENT</b>
2	100.00	4.00	0.50	4.50	29.50
3	80.00	9.00	0.70	9.70	29.70
4	89.00	12.00	0.60	12.60	34.85
5	152.00	5.00	0.80	5.80	43.80
7	139.00	5.00	1.00	6.00	40.75
8	115.00	4.00	1.50	5.50	34.25
10	175.00	5.00	0.50	5.50	49.25
13	113.00	4.00	0.20	4.20	32.45
19	108.00	4.00	0.50	4.50	31.50
20	63.00	13.00	1.00	14.00	29.75
21	68.00	13.00	0.50	13.50	30.50
22	97.00	4.00	0.50	4.50	28.75
23	122.00	12.00	0.50	12.50	43.00
26	84.00	13.00	0.50	13.50	34.50
28	1,076.00	268.00	56.70	324.70	593.70
36	48.00	3.00	0.40	3.40	15.40
49	87.00	2.00	0.50	2.50	24.25
50	682.00	45.00	5.50	50.50	221.00
56	0.00	15.00	0.00	15.00	15.00
79	1,365.00	352.00	54.00	406.00	747.25
96	788.00	113.00	21.40	134.40	331.40
103	212.00	14.00	1.00	15.00	68.00
104	79.00	2.00	0.50	2.50	22.25
106	191.00	6.00	1.00	7.00	54.75
110	133.00	10.00	0.50	10.50	43.75
113	14.00	106.00	7.00	113.00	116.50
114	1,115.00	322.00	101.50	423.50	702.25
115	110.00	4.00	1.00	5.00	32.50
117	67.00	2.00	0.50	2.50	19.25
118	127.00	12.00	0.50	12.50	44.25
120	108.00	4.00	0.50	4.50	31.50
121	252.00	61.00	1.50	62.50	125.50
122	237.00	17.00	1.00	18.00	77.25
124	153.00	8.00	0.50	8.50	46.75
125	99.00	20.00	14.00	34.00	58.75
126	286.00	11.00	1.40	12.40	83.90
127	60.00	2.00	0.50	2.50	17.50
129	151.00	11.00	0.80	11.80	49.55
130	143.00	27.00	4.80	31.80	67.55
132	148.00	4.00	1.10	5.10	42.10
133	151.00	11.00	0.50	11.50	49.25
138	665.00	35.00	1.50	36.50	202.75
139	0.00	125.00	8.00	133.00	133.00

144	71.00	10.00	0.50	10.50	28.25
146	79.00	5.00	0.50	5.50	25.25
147	35.00	12.00	1.50	13.50	22.25
149	125.00	14.00	0.00	14.00	45.25
150	41.00	5.00	0.50	5.50	15.75
151	65.00	2.00	0.40	2.40	18.65
153	48.00	3.00	0.50	3.50	15.50
154	125.00	26.00	0.50	26.50	57.75
155	84.00	3.00	0.50	3.50	24.50
158	431.00	39.00	2.30	41.30	149.05
159	125.00	5.00	0.40	5.40	36.65
160	60.00	3.00	0.50	3.50	18.50
161	79.00	3.00	0.60	3.60	23.35
162	38.00	2.00	0.50	2.50	12.00
163	106.00	5.00	1.00	6.00	32.50
TOTAL	11,564.00	1,856.00	307.60	2,163.60	5,054.60

**PAY BY STATE LEGISLATIVE DISTRICT FOR FY 93**

<b>LEGISLATIVE DISTRICT</b>	<b>STATE PAY</b>	<b>FEDERAL PAY</b>	<b>TOTAL PAY STATE &amp; FED</b>
2	\$4,486	\$383,362	\$387,848
3	\$6,408	\$580,669	\$587,077
4	\$5,233	\$726,463	\$731,696
5	\$7,690	\$665,272	\$672,962
7	\$10,312	\$625,818	\$636,130
8	\$4,486	\$731,008	\$735,494
10	\$4,486	\$937,978	\$942,464
13	\$1,780	\$526,572	\$528,352
19	\$4,486	\$738,110	\$742,596
20	\$11,460	\$815,635	\$827,095
21	\$4,486	\$654,418	\$658,904
22	\$4,486	\$429,621	\$434,107
23	\$4,486	\$922,007	\$926,493
26	\$4,486	\$742,422	\$746,908
28	\$83,844	\$22,474,033	\$22,557,877
36	\$3,204	\$248,082	\$251,286
49	\$4,486	\$272,793	\$277,279
50	\$80,843	\$5,106,819	\$5,187,662
56	\$0	\$457,624	\$457,624
79	\$101,480	\$22,480,431	\$22,581,911
96	\$146,669	\$10,337,305	\$10,483,974
103	\$8,929	\$928,672	\$937,601
104	\$4,486	\$345,408	\$349,894
106	\$9,181	\$852,607	\$861,788
110	\$4,423	\$918,207	\$922,630
113	\$72,764	\$3,313,579	\$3,386,343
114	\$1,045,471	\$20,069,206	\$21,114,677
115	\$8,972	\$688,214	\$697,186
117	\$2,848	\$239,296	\$242,144
118	\$4,486	\$1,186,213	\$1,190,699
120	\$4,472	\$558,433	\$562,905
121	\$4,341	\$4,148,136	\$4,152,477
122	\$9,309	\$1,717,801	\$1,727,110
124	\$4,486	\$783,572	\$788,058
125	\$5,001	\$1,534,512	\$1,539,513
126	\$8,434	\$1,724,919	\$1,733,353
127	\$4,860	\$348,579	\$353,439
129	\$6,942	\$1,369,115	\$1,376,057
130	\$8,352	\$1,512,169	\$1,520,521
132	\$8,874	\$867,892	\$876,766
133	\$5,211	\$1,164,308	\$1,169,519
138	\$2,748	\$4,364,089	\$4,366,837
139	\$14,657	\$4,008,273	\$4,022,930
144	\$4,490	\$716,571	\$721,061

146	\$6,532	\$518,347	\$524,879
147	\$3,462	\$561,694	\$565,156
149	\$0	\$914,773	\$914,773
150	\$4,468	\$412,826	\$417,294
151	\$3,204	\$307,321	\$310,525
153	\$4,486	\$97,556	\$102,042
154	\$4,112	\$1,623,382	\$1,627,494
155	\$4,486	\$373,642	\$378,128
158	\$12,767	\$2,851,950	\$2,864,717
159	\$3,204	\$663,408	\$666,612
160	\$4,486	\$338,541	\$343,027
161	\$5,091	\$424,003	\$429,094
162	\$4,112	\$223,077	\$227,189
163	\$8,001	\$559,314	\$567,315
<b>TOTAL</b>	<b>\$1,821,445</b>	<b>\$134,086,047</b>	<b>\$135,907,492</b>

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Troop Command, STARC  
HQ, 135th Field Artillery Brigade  
HQ, 635th Aviation Group  
HQ, 131st Tactical Fighter Wing  
HQ, 157th Tactical Control Group  
HQ, 139th Tactical Airlift Group  
Assistant Adjutant General - Air  
Assistant Adjutant General - Army  
Chief of Staff, MOARNG  
State Military Executive  
Executive Support Staff Officer - Air  
Staff Judge Advocate  
Aviation Classification & Repair Activity Depot  
Command Sergeant Major (AGO)  
Director of Information Management  
Facilities Manager  
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